The role of Knowledge Management on Achieving Strategic Success
(An empirical study from perspectives of a sample of Managers in Private Banks in Erbil City, Kurdistan Region of Iraq)

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Abstract - This study aims to identify the role of knowledge management through its dimensions (knowledge creation, storage knowledge, knowledge sharing, knowledge application, technology knowledge, and knowledge team) on achieving strategic success based on the attitudes of a sample of managers in a number of private banks in the Erbil city Kurdistan region of Iraq. To achieve the study objectives, a questionnaire was constructed consisting of (40) questions distributed to a sample of (80) managers and supervisors, (76) of which were returned, while (69) were valid for statistical analysis. The main objectives of this study is to design a default model and test in the study field in order to understand how well managers can implement the knowledge management to achieve the strategic success. This study found that knowledge management has an impact on achieving strategic success according to the study samples perspectives. Based on the results, the study presents a set of recommendations regarding the knowledge management which most importantly that the private banks should adopt in a logical sequence that could contribute in achieving strategic success supportive of enabling an environment to the practice of radical changes.

Keywords: knowledge management, knowledge creation, storage knowledge, knowledge sharing, knowledge application, technology knowledge, and knowledge team, and strategic success.

1. Introduction:

The end of the last century saw great interest in the subject of knowledge and its impact on organizations (Ahmed et al, 2017). Knowledge is considered to be one of its main assets in addition to a direct reason for its success in a highly competitive environment and constant change (Sadq, 2015). This requires the application of the concept of "Knowledge Management" because of its importance in achieving outstanding performance. Knowledge management is one of the new topics that has become a growing concern in the world of management and is being applied in various organizations (Song et al., 2006). Techniques for knowledge management need to be selected based on the purpose for which knowledge is "managed" (Norang, & Nooshin, 2016). Knowledge management is the entrance to the development of contemporary organizations and enables them to build intellectual capital capable of meeting future challenges (Alavi et al., 2006). It is the processes of effective learning along with creating, organizing, and exchanging knowledge (Khodaei et al., 2016).

Many changes such as globalization, increasing the volume of world trade, increasing competition, and rapid transfer of capital have enhanced the role of knowledge management in achieving organizational efficiency and productivity and enable it to achieve competitive advantage (Nevo & Chan, 2007). The aim of knowledge management is to improve an organization's efficiency by using the knowledge resource properly (Sadq et al, 2020). Akdere, (2009) states that the role of knowledge management has become vital to the survival of the organization and serves as a strategic business function in the organization with its impact on human capital, teamwork, overall organizational performance, and organizational effectiveness. Significant differences have emerged in how the concept of knowledge management, its importance and its value are perceived. In developed societies, there is a greater interest in knowledge management and a better awareness as to how it can
be exploited and distributed (Ali et al, 2019). However, in developing societies in general, there is a lack of attention, diligence and care towards knowledge management (Karim et al, 2016). Although knowledge is deemed a competitive main factor in the world economy, it is necessary to consider another significant factor: the customer, for effective involvement in the dynamic market at present (Arazpoor & Meymand, 2016).

The private banks in the Kurdistan region of Iraq cannot live in isolation from it since they are affected by the changes around them and face the increasing demand for their services. These banks still suffer from the difficulty of practical linkage between the knowledge storage of human resources and the process of achieving organizational effectiveness. Achieving strategic success is one of the most difficult tasks in the organizations because good management and leadership do not show its success simply after a decision has been made in difficult situations and crises. This study will examine the importance of using knowledge management in achieving strategic success as well as the extent to which knowledge management is used in private banks in the Kurdistan region of Iraq.

The objective of this study is to describe the concept of "Knowledge Management" and its elements, objectives, and benefits. The significance of the study comes from the importance of the study topic "Knowledge Management" and its impact in different organizations, the achievement of excellence in performance, and the ability to compete in different environments. The significance of this study is that it is an attempt to raise the attention of commercial banks in particular and business organizations in general, the importance of providing the requirements for success in the application of strategic plans, including the provision of the elements of knowledge management, which makes them more aware and knowledgeable about what they do. In addition, providing a simple effort and adding quality to the practical side of strategic thinking for business organizations, by revealing the extent of the impact of these organizations providing the elements of knowledge management in order to achieve its strategic success.

2. Literature review:

2.1. Knowledge Management:

Knowledge is a mixture of experience and learning, information and study evidence that gives the ability to evaluate and integrate new experiences and information, and that its origin is in the minds of individuals, that is, the human resource is the only one capable of finding knowledge (Mertins et al, 2001). Knowledge is the new type of capital based on ideas and experiences, and it is the intellectual capital in the new knowledge economy that is more important than the physical capital in the traditional commodity economy, and the knowledge is exceptional leverage and works on the basis of increasing returns, which makes it an endless resource (Kermally, 1999). Therefore, data and information are not knowledge but by collecting and analyzing it can become knowledge, and for the purpose of benefiting from it the necessary infrastructure must be available, as knowledge is not like data but rather differs from it (Alain, 1999). Darling (1996) describes knowledge management as the processing of information and perceptions of individuals. It is information technology and it is interested in databases and information (Bukowits & Williams, 2000). Knowledge management is the systematic and integrated process for coordinating the activities of the organization in the acquisition, creation, storage, participation, development and replication of knowledge by individuals and groups seeking to achieve the main organizational objectives (Rastogi, 2000). It is a comprehensive concept for all organizations' sections that focuses on the value of knowledge as shown in the results of knowledge management recognized in business models (Wick, 2000).

Knowledge has also been defined as what consists of data and information that has been organized and processed to convey understanding, experience and accumulated learning, and that it is applied in the current activity (Turban, 2002). Likewise, knowledge is information embodied in experience, content and application, and it is a form of high-value information that gives us the ability to make decisions and do business (Jarboe & Alliance, 2001). There are those who knew it on the basis of the tacit knowledge that can be shared and learned, but it is difficult to express and transmit it, because it was defined as what remains in the head of the individual (Barquin, 2001). It is the mixture of experience, values, information and expert insights that provide a framework for assessing and deciding on new experiences and information (Sverlinger, 2000). Knowledge is a complex process that requires individuals to make good judgments based on past experiences and understand patterns (Blair, 2002). Alter (2002) sees knowledge as a mixture of talents, ideas, rules and procedures that drive actions and decisions. O'Brien (2000) asserts that what is certain for the permanence of competitive
advantage is knowledge. Smith (1998) believes that knowledge must be captured, interpreted and transmitted in any way to be invested in the service of the organization.

Knowledge management has been defined as a set of clear and well-defined approaches and processes aimed at discovering knowledge functions, both positive and negative in various types of processes (Wali et al., 2016). In addition to managing them, identifying new products or strategies, strengthening human resource management, and achieving a number of other goals to be achieved (Wiig, 1993). Knowledge management is effort made by managers to organize and build the organization's capital from information resource, or what may otherwise called, the intellectual capital of the organization (Daft, 2007). It is the process of creating value from intangible assets in an organization (Liebowitz, 2001). Knowledge management is a description of organizations' efforts to collect, store, and distribute knowledge (Segev, 2010). Ghomi & Barzinpour (2018) state that knowledge management emphasizes value creation, which implies the managing of current knowledge and its transformation into helpful organizational knowledge. Knowledge management is one of the main organizations activities because many of the activities of organizations, economic and social life are today managed by knowledge and have become one of the important trends (Kingston & Macintosh, 2000). Many managers consider knowledge management the greatest distinctive strategic process that has evolved in recent years (Wali et al., 2017). Knowledge management is an organizational development tool as a complex network of situations that improves the ability of organization members to manage their organization's entity by making them more innovative and creative in solving problems and helping to adapt and harmonize with the external environment (Khorsheed et al., 2020). The importance of knowledge management and the qualitative transition to a knowledge economy have made it necessary for contemporary organizations to transform into learning organizations by emphasizing organizational culture and experience and investing them in a timely manner in order to achieve the competitive advantage and goals of the organization (Turban, 2002).

Knowledge management is the process of accumulating and generating knowledge efficiently, facilitating knowledge sharing and managing the foundation, so that it can be effectively applied in the organization (Sadq et al.; 2018). It is effective management of information stored in the organization (Laudon & Laudon, 2005). It is the process that facilitates knowledge sharing and establishes a process of continuous learning throughout the organization (Singh, 2008). Knowledge management is the process of generating, acquiring, using and participating in knowledge effectively to enhance the organization's learning and improve its performance (Bishop, et al., 2008). Knowledge management is a thriving work generation system and learning environment that encourages the generation, collection, use, and reuse of both personal and organizational knowledge in pursuit of a new business value (Sadq, 2019). Knowledge management is the contribution of information during the company or between business partners (Ahmad et al., 2019). Knowledge management is the creation of an environment in which the company raises all its assets (Trepper, 2000). Knowledge management is the application of technology through the minds of workers (Deveau, 2000). It is an administrative activity that develops stores, distributes, transfers, and applies knowledge (Mohammedamin et al., 2018). Omer et al (2017) believes that knowledge management is the newly emerging business model that deals with all areas of knowledge throughout the business context of the facility, and includes knowledge generation, coding, participation, and how this develops learning and innovation. Besides, its use and utilization to achieve organizational goals, decision-making, and problem solve in order to achieve excellence and efficiency in the organization (Aljaf et al., 2019).

2.2. Knowledge classifications:

There are many classifications of knowledge in order to achieve effective management in organizations and to improve their use and to develop a mechanism and processes for its establishment and converting it into an explicit knowledge that can be embodied in the form of products and services. Among the most important classifications in this field is what was mentioned by (Nonaka, 1995), which classified it into two main types:

1. **Explicit Knowledge**: it is standard, formal, coded, systematic, and solid knowledge that is quantified, transferable, and educational such as in patents, copyrights, and trade secrets, as well as in work and calibration procedures and evidence thereof, products, services, and schemes (Nonaka, 1995).

2. **Knowledge Implicit**: it is the knowledge that exists in the minds of individuals, subjective, informal, expressed in intuitive and qualitative, non-transferable and educational ways. It is found in the work of individuals and teams in organizations, and this knowledge gives the organization
its privacy, personality and ability to create knowledge (Nonaka, 1995). It is described as the experiences and experiences of the members of the organization that have not been formally documented that can be shared through conversations and storytelling. Daft (2007) views it as dependent on personal experience, personal judgment and intuition, and includes knowing how (know-how) and creative solutions and that most of the important knowledge is implied.

Awad & Ghaziri (2004) distinguished four types of knowledge as following:

1. Know-What: include close facts information that can be transferred such as explicit knowledge.
2. Know-Why: refers to scientific knowledge principles, laws, rationality, causes, applied research, and business justification.
3. Know-How: indicates the required actions if a specific event occurs, and the required verb for a specific case. It is creativity processes, and depends on long experiences, which are required to build expert systems.
4. Know-Who: indicates who knows what and how, and the importance of individuals and social relationships

Others refer to two other types of Knowing. Firstly, knowing when that is required for the timing of the act. Secondly, knowing where, where the inputs and outputs come from (Kingston & Macintosh, 2000). (Awad & Ghaziri, 2004) developed another classification that includes: procedural knowledge, basic knowledge, semantic knowledge, and experiential knowledge. Nicholas (2001) added another classification that includes two types: procedural knowledge and strategic knowledge. Procedural knowledge is knowledge of Know-How-Process and how things work and their skills. However, strategic knowledge is related to the long-term vision and strategies for achieving it.

2.3. The Importance of Knowledge Management:

Over the past two decades, attention has been increasing and expanding by organizations, individuals and researchers in knowledge management. Besides, many managers regarded knowledge management as the greatest distinct strategic process that has evolved over the past twenty years (Turban, 2004). This growing interest is closely linked to the efforts of organizations to become learning organizations in which managers seek to create a specific culture and system in order to acquire new knowledge and control both outward and tacit knowledge and put it in the right place and at the right time. The importance of knowledge management is based on its various activities such as the followings (Rastogi, 2000):

1. Produce new knowledge.
2. Obtaining valuable knowledge from external sources.
3. Develop knowledge in decision making.
4. Improvements in processes, products and services.
5. Knowledge store in documents, databases, data and software.
6. Accelerating knowledge growth through innovation and incentives.
7. Transfer of existing knowledge to other departments and branches of the organization and outside.

2.4. Knowledge management objectives and benefits:

Knowledge management seeks to achieve the following things:

1. The primary objective of knowledge management is to facilitate efficient and effective sharing of knowledge among members of the organization (Nonaka, 1995).
2. Contribute to raising the efficiency of performance and improve the quality of the product or service provided (Mathew, 2008).
3. Knowledge management aims to create a learning organization and participate by linking the flow of large amounts of information generated by individuals within parts of the organization (Stewart & Kaufman, 1995)
4. Create a positive environment that stimulates workers to innovate, release their inherent knowledge and make it available to the organization (Sadq, 2019).
5. Seek to find effective leadership with the capacity to build and apply knowledge management (Sveiby, 1997).
6. Empower employees and increase their abilities to perform their tasks efficiently and effectively (Wali et al, 2016).
7. Building learning capabilities, spreading a culture of knowledge, and motivating it to develop and compete through human intelligence (Gandi, 2004).
8. Ensuring the effectiveness of the organization's techniques and converting the tacit knowledge into a visible knowledge and maximizing returns from intellectual property through the use of inventions and the knowledge it possesses and trading in innovations (Strikantaiah, 2000).

2.5. Processes of Knowledge Management:

The processes of knowledge management can be identified as follows:

2.5.1. Knowledge Creation: it begins with an idea presented by knowledge makers through acquisition or innovation, and is one of the keys to the organization in the long term, as well as competing through the creation of new ideas (Bourdreau and Couillard, 1999). It is the process of creating knowledge within an organization and acquiring new knowledge (Jashapara, 2004). It is an interaction between implicit and explicit knowledge through which new knowledge is created, derived and created within the organization to secure various types of knowledge for future decisions (Suresh, 2011). Explicit knowledge is a set of codified knowledge in the form of organizational manuals, documents and databases. However, implicit knowledge represents intangible knowledge such as the experience and perspectives of individuals (Manab & Aziz, 2019).

2.5.2. Knowledge Storage: is the process of organizing, collecting and storing data in certain ways so that they are easily accessible to employees (Sadq et al, 2020). It includes all activities that preserve knowledge, allow them to stay in systems and tools, be updated and easily retrieved by the beneficiaries (Rao, 2012). The need for a knowledge base according to (Turban, 2004) is vital and determines the amount of open part of that base, and that the value of knowledge does not depend on the moment of generation, but on the remote value of knowledge, so the repositories of knowledge must be sustained. Storage of knowledge has become a significant process because knowledge is becoming increasingly invaluable (Ali et al, 2018). Furthermore, when individuals leave an organization for one reason or another, organizations face a significant risk resulting from knowledge loss (Duffy, 2000). Knowledge storage, retention and protection are therefore significant elements, particularly for organizations suffering from high turnover (Albream & Maraqa, 2019).

2.5.3. Knowledge Sharing: is the process of transferring knowledge to the employees who need it in time to perform essential tasks (Dalkir, 2005). Coakes (2003) mentioned that the process of sharing knowledge is the first step in the process of using knowledge, and is intended to deliver the right knowledge, to the right person at the right time, in an appropriate form and at an appropriate cost. Knowledge sharing can take place at the individual or organizational level (Schriesheim & Eisenbach, 1995). Employee-level sharing is to talk to coworkers to help them do things better, faster and more effectively (Saeed et al, 2018). At the organization level, it refers to the creation, organization and reuse of knowledge and the transfer of knowledge based on existing expertise within the organization and making it available to other organizations (Lin, 2007). Sharing and transfer knowledge depends on the existence of efficient processes. For instance reports, manuals, training, formal meetings and on-the-job or informal learning, for instance informal conferences, seminars and sessions that generally take place outside working hours (Albream & Maraqa, 2019).

2.5.4. Knowledge Application: it includes using the knowledge in performing tasks such as problem solving, decision making, new idea generating and learning (Jamila & Lodhib, 2015). It refers to making it more suitable for use in the implementation of organizational activities and more relevant to its tasks (Martins, et al, 2001). The purpose of knowledge management is to apply the knowledge available to the organization, the process of practice and the actual use of the knowledge acquired or generated (Zaied et al, 2012). The application of knowledge is one of the objectives of knowledge management and the most prominent operations, and this process includes the use of terms specific to knowledge such as: use, reuse, utilization, and application (Dalkir, 2005).

2.5.5. Technology Knowledge: refers to the means, methods and actions used to convert organizational inputs into outputs. It refers to the most significant developments in information technology that have contributed to the emergence and development of knowledge management, such as knowledge work systems, knowledge-based decision support systems (Sadq et al, 2019). Information technology can store human intelligence and experience, such as databases, software, etc., but it cannot store the sensory meaning of the parts of data stored in the minds of individuals. Technology is therefore only a tool to facilitate knowledge management (Laudon & Laudon, 2001).
2.5.6. Knowledge Team: is the central pillar that helps capture, generate and disseminate knowledge in the organization (Mohammed, 2019). The knowledge team includes firstly knowledge management, that they are responsible for knowledge management and are experts in strategy and knowledge-based competition. Secondly, knowledge workers, they are researchers, designers, writers, system analysts, programmers, and others are responsible for generating, developing and embedding new knowledge with existing knowledge. Finally, Knowledge Customer Management is the management of the external structure of the organization, and it reflects the knowledge of the most influential third parties in the organization; customers, suppliers, competitors, and partners. It is a department that aims to acquire the knowledge of these parties, introduce them as knowledge partners, share them with them, and benefit them and the Organization (Sadq et al, 2020).

2.6. Strategic Success:

Strategic success is the result of intellectual and philosophical interactions at the level of theory and practice, and the fruit of efforts and contracts (Aljaf & Sadq, 2015). As it came as an inevitable result of the findings of studies at the level of theory and the urgent necessity in the field of application, the events that accompanied the fading interests prevailed in the twentieth century and the emergence of the third millennium and the contradictions that resulted from scarcity of resources and increased needs (Sadq et al, 2018). Furthermore, despite the lack of resources, it is no longer a difficult variable in the organizations equation, as other concepts such as (knowledge, learning, culture, strategic vision, and mission of the organization) occupied the attention of decision makers at the level of organizations and from a strategic perspective (Khabat et al, 2019). Besides, this concept, which can be counted as a distinct intellectual product, came with new measures to measure success, organizations more compatible with the internal and external environments, including adaptation and growth (Kerr & Landauer, 2004). Strategic success Is the organization's ability to survive, adapt, and grow regardless of the goals it achieves”, which is "the organization's ability to survive, adapt, and grow in light of the goals it seeks to achieve (Thompson & Stirckland, 1998).

Strategic success is the result of the strategic management's ability to select then deal with situations that achieve a superior success for the organization,” or "the result of managers' belief in the philosophy of chance, and employing them stored in memory to anticipate challenges, and the level of success in dealing with them or avoiding them (Daft, 2004). Strategic success is the ability of the organization to create value for shareholders (Waldron& Antonio, 2008). It is a success in formulating, implementing and following the strategy (Johnson & Scholes, 2002). While (Griffin, 1999) focused on strategic planning in defining success as he defined as the successful implementation of the strategic plan by the organization, counting (strategic success = strategic planning). Strategic success is successful leadership and management that understands the purpose of the organization and what is happening in the business environment, anticipates events and faces reality with a long-term view focusing on critical success factors, for competition through which it adds value to the customer and to all stakeholders (Robbins, 1998).

The success of organizations depends on how well they invest the mental ability to transfer and learn new knowledge and put it into practice (Dzinkowski, 2000). David (2009) indicated that the success of organizations is linked to their ability to formulate a good strategy that allows them to achieve their long-term goals that are consistent with the organization's mission and vision, as well as a good and effective implementation of that strategy. Meibodi & Monavvarian (2010) identified the main success factors as all the activities undertaken by the organization to achieve its mission, and it is the responsibility of all managers in the organization and their different levels of management.

2.7. Measuring strategic success:

Strategic success elements according to (Albrechts, 2001) includes: vision, mission, operations environment, business strategy, customer values, and output goals. Besides, according to (Thompson & Stirckland, 1998) strategic success elements include strategic direction, function, structure, information sharing, and resources. According to (Cobbold & lawrie, 2001) strategic success elements include specific strategy, effective implementation, motivational culture, creativity, customer satisfaction. Kaplan & Norton (2005) pointed out the need to adopt a balanced scorecard in measuring the performance and success of organizations through four standards: learning and growth, internal process, stakeholder, and financial performance. In addition, strategic success can be measured by relying on several indicators (David, 2009):
1. **Survival**: means the ability to survive and continue.
2. **Adaptation**: means the ability to predict internal and external problems that can be faced in the future and find ways to control them as much as possible.
3. **Growth**: it is described as increasing the size of an organization toward the goals that stakeholders want.

Simon et al., (2011) outline the requirements for organizations to succeed as the following:

1. The quality of service provided to customers, and the need to understand the needs and desires of customers and work to meet them.
2. Good leadership that has a clear vision for the future of the organization, and works to move the organization to the position you want to be in the future.
3. Encouraging innovation and creativity.
4. Selection of highly skilled employees in the technical aspect who have credibility at work.
5. Providing distinguished products and services with a very high degree.
6. The ability to adaptation and flexibility.

### 2.8. The significance of strategic success:

The strategy is easy to formulate but difficult to implement. A good strategy is one that can be successfully implemented. Sometimes a successful implementation of a strategy in which some flaws may be better than adopting a coherent strategy cannot be implemented (Macmillan & Tampoe, 2002). Strategic success introduces new tools to measure the organization's long-term success, which must be appropriate to the internal and external environments (Koontz, 2008). Successful organizations are distinguished by many advantages, as they are highly-performing because they are superior to the results achieved by the strategies they adopted and outweigh their construction and operations, and their workers are characterized by a high understanding of their work and their commitment to achieving the results assigned to them and their regularity in working in the form of teams and low level of negative conflicts. It holds them responsible, their ability to solve problems and their constant pursuit of quality improvement (Thomas & David, 2013).

In addition, strategic success represents a set of administrative processes and is determined from the internal resources side of the organization with its tangible and intangible resources for the effectiveness and success of organizations, which leads organizations towards excellence in the long term (Dale, 2002). Besides, organizations can increase their success by providing appropriate methods and tools to enhance success and achieve their goals (Gordon, 2012). Daft (2004) explained that the implementation of a strategy is very important, the greater the degree of change, the greater the difficulty of implementation, and thus the chosen strategy represents the essence of formulating the strategy. However, despite this importance, the strategy cannot achieve the desired purpose unless it is properly implemented, and this explains the importance of effective implementation of the strategy.

### 3. Methodology of the study:

The study adopted the descriptive analytical method to collect the necessary information as follows. Firstly, primary sources based on the data collected from the study sample through a questionnaire were prepared for this purpose. Secondary sources were used to cover the theoretical aspect of this study such as books and related scientific studies. The questionnaire used as a tool to collect primary data consists of two sections. The first section contains (30) end-closed question aimed at identifying managers' attitudes towards the adoption of private banks in the Kurdistan Region of Iraq to the concept of knowledge management. Section two contains (10) end-closed question to identify the level of achieving strategic success felt by the respondents. The questionnaire is based on the Five-Likert scale: strongly agree (5), agree (4), uncertain (3), disagree (2), and strongly disagree (1). The statistical program (SPSS) was used to analyze the questionnaires through various statistical analyses. The study population consists of all managers in the private banks in Kurdistan Region of Iraq. In the Erbil city there are 42 private banks. The researcher distributed the questionnaire to a (80) managers and supervisors and (76) were returned, however (69) forms was suitable for analysis. In light of the problem of the study and its objectives, the following model has been proposed to diagnose the impact of knowledge management on achieving strategic success as shown in figure (1).
The study model built in light of the review of relevant literature. The independent variable "Knowledge Management" has been relay on (Zaied et al. 2012), (Chang & Chuang, 2011), (Rašula et al. 2012), (Liao and Wu, 2009), and (Sadq et al, 2019). However, achieving strategic success has been relay on (Jones, 2001). The model assumes a positive correlation as well as an impact of knowledge management through its elements (knowledge creation, storage knowledge, knowledge sharing, knowledge application, technology knowledge, and knowledge team) as an independent variable, on achieving strategic success as a dependent variable.

Study hypotheses:

H$_1$: Statistically there is a positive correlation between knowledge management and achieving strategic success.

H$_2$: Statistically there is an impact of knowledge management on achieving strategic success.

4. Results and Outcomes:

4.1. Knowledge Management:

Table (1) shows the general average means of knowledge management questions that reached 4.14. As shown, there is a high level in the general averages of all knowledge management dimensions. In each of the five questions relating to knowledge creation, storage knowledge, knowledge sharing, knowledge application, technology knowledge, and knowledge team questions reflect a high general mean of 4.29, 4.02, 4.18, 4.16, 4.14 and 4.07 respectively. These results indicate that the knowledge management dimensions receive a high level of attention at the private banks in Erbil city in Iraqi Kurdistan Region according to the perspectives of the study sample.

Table (1) Means and Standard Deviations of Knowledge Management

<table>
<thead>
<tr>
<th>Knowledge Management Dimensions</th>
<th>Mean</th>
<th>St. Deviation</th>
<th>Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>Knowledge Creation</td>
<td>4.29</td>
<td>.631</td>
<td>1</td>
</tr>
<tr>
<td>Storage Knowledge</td>
<td>4.02</td>
<td>.899</td>
<td>6</td>
</tr>
<tr>
<td>Knowledge Sharing</td>
<td>4.18</td>
<td>.789</td>
<td>2</td>
</tr>
<tr>
<td>Knowledge Application</td>
<td>4.16</td>
<td>.769</td>
<td>3</td>
</tr>
<tr>
<td>Technology Knowledge</td>
<td>4.14</td>
<td>.814</td>
<td>4</td>
</tr>
<tr>
<td>Knowledge Team</td>
<td>4.07</td>
<td>.883</td>
<td>5</td>
</tr>
<tr>
<td>Knowledge Management</td>
<td>4.14</td>
<td>.797</td>
<td></td>
</tr>
</tbody>
</table>
4.1.1. Knowledge Creation:

Table (2) shows the general average of means, and standard deviations of knowledge creation that reached (4.29) and (.631) respectively. These results indicate that the knowledge creation reached a high level of contribution to achieving the knowledge management. The significant question that contributes to enrich the knowledge creation depending on the means is (X1) that states "The Bank systematically monitors available and renewable knowledge from various sources." that has a mean of (4.54). However, the least significant question that contributes to enrich the knowledge creation is (X4) that states "The Bank has programs and systems that document the experiences and expertise available to help generate knowledge." this question has a mean of (4.10).

Table (2) means and standard deviations of knowledge Creation questions

<table>
<thead>
<tr>
<th>Knowledge Creation Questions</th>
<th>Mean</th>
<th>St. Deviation</th>
<th>Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>X1 The Bank systematically monitors available and renewable knowledge from various sources.</td>
<td>4.54</td>
<td>.502</td>
<td>1</td>
</tr>
<tr>
<td>X2 The Bank's knowledge is constantly updated</td>
<td>4.22</td>
<td>.670</td>
<td>4</td>
</tr>
<tr>
<td>X3 The Bank is well aware of its business knowledge needs.</td>
<td>4.28</td>
<td>.545</td>
<td>3</td>
</tr>
<tr>
<td>X4 The Bank has programs and systems that document the experiences and expertise available to help generate knowledge.</td>
<td>4.10</td>
<td>.781</td>
<td>5</td>
</tr>
<tr>
<td>X5 The Bank encourages employees to create knowledge through incentives and rewards.</td>
<td>4.33</td>
<td>.660</td>
<td>2</td>
</tr>
</tbody>
</table>

General Average of Knowledge Creation 4.29  .631

4.1.2. Storage Knowledge:

Table (3) shows the general average of means, and standard deviations of Storage Knowledge that reached (4.02) and (.899) respectively. These results indicate that the Storage Knowledge reached a high level of contribution to achieving the knowledge management. The significant question that contributes to enrich the Storage Knowledge depending on the means is (X8) that states "Information is categorized and documented in a way that is easy to retrieve." that has a mean of (4.30). However, the least significant question that contributes to enrich the storage knowledge is (X7) that states "The existing IT system facilitates access to knowledge." this question has a mean of (3.78).

Table (3) means and standard deviations of Storage knowledge questions

<table>
<thead>
<tr>
<th>Storage Knowledge Questions</th>
<th>Mean</th>
<th>St. Deviation</th>
<th>Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>X6 The bank uses multiple sophisticated storage methods to preserve knowledge.</td>
<td>3.91</td>
<td>.996</td>
<td>4</td>
</tr>
<tr>
<td>X7 The existing IT system facilitates access to knowledge.</td>
<td>3.78</td>
<td>1.027</td>
<td>5</td>
</tr>
<tr>
<td>X8 Information is categorized and documented in a way that is easy to retrieve.</td>
<td>4.30</td>
<td>.759</td>
<td>1</td>
</tr>
<tr>
<td>X9 The opinions, experiences and experiences of technicians and experts are recorded and kept in the knowledge bases.</td>
<td>4.04</td>
<td>.976</td>
<td>3</td>
</tr>
<tr>
<td>X10 The Bank strives to retain good and knowledgeable staff.</td>
<td>4.10</td>
<td>.741</td>
<td>2</td>
</tr>
</tbody>
</table>

General Average of Storage Knowledge 4.02  .899
4.1.3. Knowledge Sharing:

Table (4) shows the general average of means, and standard deviations of knowledge sharing that reached (4.18) and (.789) respectively. These results indicate that the knowledge sharing reached a high level of contribution to achieving the knowledge management. The significant question that contributes to enrich the knowledge sharing depending on the means is (X13) that states "The bank has special technology facilities for sharing knowledge such as (internal network, email, etc.)." that has a mean of (4.30). However, the least significant question that contributes to enrich the knowledge sharing is (X15) that states "Staff communicates with managers and colleagues to share opinions and ideas." this question has a mean of (4.01).

<table>
<thead>
<tr>
<th>Knowledge Sharing Questions</th>
<th>Mean</th>
<th>St. Deviation</th>
<th>Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>X11 There is a culture of knowledge sharing among workers.</td>
<td>4.25</td>
<td>.766</td>
<td>2</td>
</tr>
<tr>
<td>X12 The Bank adopts the method of documents and internal</td>
<td>4.19</td>
<td>.723</td>
<td>3</td>
</tr>
<tr>
<td>bulletins to distribute knowledge.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>X13 The bank has special technology facilities for sharing</td>
<td>4.30</td>
<td>.675</td>
<td>1</td>
</tr>
<tr>
<td>knowledge such as (internal network, email, etc.).</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>X14 The Bank has a management system that facilitates the</td>
<td>4.16</td>
<td>.903</td>
<td>4</td>
</tr>
<tr>
<td>distribution of knowledge to employees.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>X15 Staff communicates with managers and colleagues to share</td>
<td>4.01</td>
<td>.879</td>
<td>5</td>
</tr>
<tr>
<td>opinions and ideas.</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

General Average of Knowledge Sharing  4.18  .789

4.1.4. Knowledge Application:

Table (5) shows the general average of means, and standard deviations of knowledge application that reached (4.16) and (.769) respectively. These results indicate that the knowledge application reached a high level of contribution to achieving the knowledge management. The significant question that contributes to enrich the knowledge application depending on the means is (X19) that states "The Bank constantly emphasizes the importance of using and applying knowledge." that has a mean of (4.31). However, the least significant question that contributes to enrich the knowledge application is (X17) that states "The Bank supports the integration of knowledge into all management activities." this question has a mean of (4.07).

<table>
<thead>
<tr>
<th>Knowledge Application Questions</th>
<th>Mean</th>
<th>St. Deviation</th>
<th>Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>X16 The Bank is keen to delegate sufficient power to the</td>
<td>4.09</td>
<td>.793</td>
<td>4</td>
</tr>
<tr>
<td>employees to solve the problems encountered in the work.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>X17 The Bank supports the integration of knowledge into all</td>
<td>4.07</td>
<td>.745</td>
<td>5</td>
</tr>
<tr>
<td>management activities.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>X18 The Bank has the means and methods to help apply</td>
<td>4.18</td>
<td>.695</td>
<td>2</td>
</tr>
<tr>
<td>knowledge.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>X19 The Bank constantly emphasizes the importance of using and</td>
<td>4.31</td>
<td>.722</td>
<td>1</td>
</tr>
<tr>
<td>applying knowledge.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>X20 The Bank is reviewing procedures and policies that limit</td>
<td>4.15</td>
<td>.892</td>
<td>3</td>
</tr>
<tr>
<td>its ability to apply knowledge.</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

General Average of Knowledge Application  4.16  .769
4.1.5. Technology Knowledge:

Table (6) shows the general average of means, and standard deviations of technology knowledge that reached (4.14) and (.814) respectively. These results indicate that the technology knowledge reached a high level of contribution to achieving the knowledge management. The significant question that contributes to enrich the technology knowledge depending on the means is (X21) that states "The Bank has computer-based information systems that include all administrative activities and operations." that has a mean of (4.25). However, the least significant question that contributes to enrich the technology knowledge is (X23) that states "The Bank provides an electronic library of knowledge and information bases" this question has a mean of (4.03).

Table (6) means and standard deviations of technology knowledge questions

<table>
<thead>
<tr>
<th>Technology Knowledge Questions</th>
<th>Mean</th>
<th>St. Deviation</th>
<th>Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>X21 The Bank has computer-based information systems that include all administrative activities and operations.</td>
<td>4.25</td>
<td>.725</td>
<td>1</td>
</tr>
<tr>
<td>X22 The Bank's departments and units are linked to an intranet.</td>
<td>4.16</td>
<td>.771</td>
<td>3</td>
</tr>
<tr>
<td>X23 The Bank provides an electronic library of knowledge and information bases.</td>
<td>4.03</td>
<td>.870</td>
<td>5</td>
</tr>
<tr>
<td>X24 The Bank uses information technology to make its decisions.</td>
<td>4.06</td>
<td>.937</td>
<td>4</td>
</tr>
<tr>
<td>X25 The Bank recognizes the relationship between knowledge management and information technology, which is a means of its application.</td>
<td>4.21</td>
<td>.769</td>
<td>2</td>
</tr>
</tbody>
</table>

General Average of Technology Knowledge 4.14 .814

4.1.6. Knowledge Team:

Table (7) shows the general average of means, and standard deviations of knowledge team that reached (4.07) and (.883) respectively. These results indicate that the knowledge team reached a high level of contribution to achieving the knowledge management. The significant question that contributes to enrich the knowledge team depending on the means is (X27) that states "The Bank is working to increase the technological skills and capabilities of knowledge managers." that has a mean of (4.33). The least significant question that contributes to enrich the knowledge team is (X28) that states "The Bank's knowledge makers are free and independent at work." This question has a mean of (3.90).

Table (7) means and standard deviations of knowledge team questions

<table>
<thead>
<tr>
<th>Knowledge Team Questions</th>
<th>Mean</th>
<th>St. Deviation</th>
<th>Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>X26 The Bank has a knowledge management team responsible for identifying methods and techniques that updating and applying renewable knowledge.</td>
<td>4.15</td>
<td>.957</td>
<td>2</td>
</tr>
<tr>
<td>X27 The Bank is working to increase the technological skills and capabilities of knowledge managers.</td>
<td>4.33</td>
<td>.805</td>
<td>1</td>
</tr>
<tr>
<td>X28 The Bank's knowledge makers are free and independent at work.</td>
<td>3.90</td>
<td>.890</td>
<td>5</td>
</tr>
<tr>
<td>X29 The knowledge team uses scientific research to create new knowledge about the Bank's objectives.</td>
<td>3.94</td>
<td>.998</td>
<td>4</td>
</tr>
<tr>
<td>X30 The Bank is interested in attracting experts in knowledge management related to its activities.</td>
<td>4.07</td>
<td>.765</td>
<td>3</td>
</tr>
</tbody>
</table>

General Average of Knowledge Team 4.07 .883
4.2. Achieving Strategic Success:

Table (8) shows the general average means of achieving strategic success that reach a value of (4.07). These results indicate that the achieving strategic success receive a high level of attention at the private banks in Erbil city in Iraqi Kurdistan Region according to the perspectives of the study sample.

The significant question that contributes to enrich the achieving strategic success depending on the means is (Y1) that states "Private banks are interested in formulating a clear and specific strategy." that has a mean of (4.36). However, the least significant question that contributes to enrich the achieving strategic success is (Y8) that states "The bank’s ideas and suggestions often contribute to addressing many of its problems." This question has a mean of (3.66).

Table (8) means and standard deviations of achieving strategic success questions

<table>
<thead>
<tr>
<th>Strategic Success Questions</th>
<th>Mean</th>
<th>St. Deviation</th>
<th>Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>Y1  Private banks are interested in formulating a clear and specific strategy.</td>
<td>4.36</td>
<td>.773</td>
<td>1</td>
</tr>
<tr>
<td>Y2  The development of a specific and clear strategy by the bank’s management helps to successfully implement it.</td>
<td>4.34</td>
<td>.565</td>
<td>2</td>
</tr>
<tr>
<td>Y3  The work entrusted to the employees shall be accomplished within the specified timetables.</td>
<td>4.03</td>
<td>.870</td>
<td>7</td>
</tr>
<tr>
<td>Y4  Information is communicated by employees to managers and as required.</td>
<td>4.04</td>
<td>.806</td>
<td>6</td>
</tr>
<tr>
<td>Y5  Private banks develop a teamwork approach and encourage individuals' attitudes toward teamwork.</td>
<td>4.13</td>
<td>.968</td>
<td>4</td>
</tr>
<tr>
<td>Y6  Private banks are concerned with the levels of satisfaction, commitment and creativity of employees.</td>
<td>4.33</td>
<td>.660</td>
<td>3</td>
</tr>
<tr>
<td>Y7  The human resources in the bank are eligible to activate the creative process.</td>
<td>3.94</td>
<td>.903</td>
<td>8</td>
</tr>
<tr>
<td>Y8  The bank’s ideas and suggestions often contribute to addressing many of its problems.</td>
<td>3.66</td>
<td>.993</td>
<td>10</td>
</tr>
<tr>
<td>Y9  The price reduction policy encourages customers to accept the services provided by private banks to the customer.</td>
<td>3.85</td>
<td>.925</td>
<td>9</td>
</tr>
<tr>
<td>Y10 The dates of private banks in implementing their services provided to customers are fixed and specific.</td>
<td>4.05</td>
<td>.816</td>
<td>5</td>
</tr>
<tr>
<td>General Average of Achieving Strategic Success</td>
<td>4.07</td>
<td>.827</td>
<td></td>
</tr>
</tbody>
</table>

4.3. Examining the study hypotheses:

4.3.1. Pearson Correlation analysis:

Table (9) shows the result of analysis carried out to test the first hypothesis. To test the correlation among the study variables; Pearson’s (r) correlation was calculated. The correlation coefficient for the data revealed that variables tested were positively and significantly related. In the table (9) the correlation matrix explains that knowledge management were positively correlated with strategic success as the value of the correlation coefficient was above moderate (>.745") at the level of significance (0.01) and reached the value of significant at (0.000).

Furthermore, the dimensions of knowledge management (knowledge creation, storage knowledge, knowledge sharing, knowledge application, technology knowledge, and knowledge team) were positively correlated with strategic success at the value of significant (0.00). Moreover, the table shows that technology knowledge achieved the highest positive correlation with strategic success. On the contrary, knowledge creation has the weakest correlation with strategic success. Therefore, the first hypothesis accepted which states that there is a measurable positive correlation between knowledge management and strategic success.
Table (9) Pearson Correlation analysis

<table>
<thead>
<tr>
<th>Knowledge Management</th>
<th>Pearson's (r) correlation</th>
<th>Sig. (2-tailed)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Knowledge Management</td>
<td>.745**</td>
<td>0.00</td>
</tr>
<tr>
<td>Knowledge Creation</td>
<td>.638**</td>
<td>0.00</td>
</tr>
<tr>
<td>Storage Knowledge</td>
<td>.689**</td>
<td>0.00</td>
</tr>
<tr>
<td>Knowledge Sharing</td>
<td>.703**</td>
<td>0.00</td>
</tr>
<tr>
<td>Knowledge Application</td>
<td>.743**</td>
<td>0.00</td>
</tr>
<tr>
<td>Technology Knowledge</td>
<td>.804**</td>
<td>0.00</td>
</tr>
<tr>
<td>Knowledge Team</td>
<td>.657**</td>
<td>0.00</td>
</tr>
</tbody>
</table>

4.3.2. Multiple Regression Analysis:

In order to examine the second hypothesis, multiple regression analysis was used to identify the impact of knowledge management on achieving strategic success as well as the impact of dimensions of knowledge management individually on achieving strategic success. The results of the multiple regressions indicate that knowledge management has an impact on achieving strategic success. This is supported by the value of (F) calculated that equal to (16.957) that is greater than the value of (F) tabulated that equal to (4.0012). The coefficient of (R^2) is equal to (.224) which refers to the ability of the knowledge management in explaining the achievement of the achieving strategic success about 22.4%. Additionally, the table below shows that statically there is a significant impact of the dimensions of knowledge management individually on achieving strategic success. The impact of storage knowledge on achieving strategic success reached the highest important impact comparing to other dimensions. However, technology knowledge reached the lowest important impact on achieving strategic success. As a result, the second hypothesis is accepted as well.

Table (10) the Impact Knowledge Management on Strategic Success

<table>
<thead>
<tr>
<th>Strategic Success</th>
<th>(F) calculated</th>
<th>(F) tabulated</th>
<th>R^2</th>
</tr>
</thead>
<tbody>
<tr>
<td>Knowledge Management</td>
<td>16.957</td>
<td>4.0012</td>
<td>.224</td>
</tr>
<tr>
<td>Knowledge Creation</td>
<td>21.720</td>
<td>4.0012</td>
<td>.273</td>
</tr>
<tr>
<td>Storage Knowledge</td>
<td>29.649</td>
<td>4.0012</td>
<td>.342</td>
</tr>
<tr>
<td>Knowledge Sharing</td>
<td>25.384</td>
<td>4.0012</td>
<td>.281</td>
</tr>
<tr>
<td>Knowledge Application</td>
<td>20.382</td>
<td>4.0012</td>
<td>.239</td>
</tr>
<tr>
<td>Technology Knowledge</td>
<td>18.050</td>
<td>4.0012</td>
<td>.227</td>
</tr>
<tr>
<td>Knowledge Team</td>
<td>22.124</td>
<td>4.0012</td>
<td>.243</td>
</tr>
</tbody>
</table>

5. Discussion and Conclusion:

The study showed that the private banks in the Erbil city adopt the application concept of knowledge management from the attitude of its managers and supervisors. The dimensions of knowledge management that were studied can be ranked according to their relative importance as the following: storage knowledge, knowledge sharing, knowledge creation, knowledge team, storage knowledge, and technology knowledge. Knowledge is power in today's era of competitive advantages, and if it captures the knowledge management tools it can be easily used to its advantage to empower organizations and achieve organizational effectiveness. Furthermore, this study showed that achieving strategic success is a goal and a tool. As a goal, it is a necessary phenomenon to ensure the long-term viability of the organization. It is also the main tool to help organizations to achieve its goals and outcomes. It is important to emphasize that there are clear differences among organizations in terms of size, type, sector or objective. Therefore, elements or criteria for measuring effectiveness in one organization may not apply to another organization. This requires careful attention when selecting each organization for the criteria that will be used to measure its effectiveness.
This study found that the strategic success indicates the degree of commitment of service organizations to the beneficiaries of their services and their evaluation of their satisfaction, and the levels of their interest in human capital working in them. In the context of its endeavor to stay in the field of competition first, and to adapt to successive environmental changes secondly, finally growth and then excellence over competing organizations, and to perpetuate that to achieve its strategic goals. Further, the present study found that strategic success is a function of the cognitive maturity of the strategic personality, and one of the criteria for defining this character, as it is a long-term success that provides measures to evaluate the performance of the organization at every stage of its life cycle.

6. Recommendations:

Based on the results of this study, the researcher recommends the following:

1. The private banks should adopt the knowledge management in a logical sequence that contributes in achieving an organizational environment supportive of an enabling environment up to the practice of radical changes.
2. Building an organizational culture based on cooperation between employees, and encourages the exchange of knowledge in order to reach the learning organization that is characterized by the fact that much of its core knowledge is internal, and that its management and staff learn from their experiences.
3. Improving the work organizational climate through providing a comfortable working environment for employees and delegating sufficient powers to enable them to apply their knowledge.
4. Involving employees in policy-making and decision-making related to their work could increase their morale, improve performance and enable organizations to retain their best competencies.
5. Preparing a program that gives organizations managers a professional certificate in strategic intelligence, through which they receive the skills of gathering and analyzing information, while introducing them to its tools and methods of using it and ways of using it in dealing with opportunities and threats, and enabling them to apply the knowledge acquired.

7. References


• Sverlinger, P.M. (2000). Managing Knowledge in Professional Service Organizations, Chalmers University of Technology, Goteborg, Sweden