

**INVESTIGATING THE RELATIONSHIP BETWEEN KNOWLEDGE  
MANAGEMENT, INTELLECTUAL CAPITAL AND BUSINESS  
PERFORMANCE OF INDUSTRIES IN IRAQ**



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## ABSTRACT

The current research attempts to clarify the intertwined properties between intellectual capital and knowledge management and also between technology and culture, at the same time, established an integrated framework for the fields. With very little information about knowledge management practices in Iraq, this research investigated knowledge management process perspective and its relationship to intellectual capital. The focus is to examine the effects of knowledge management and intellectual capital on business performance, using technology and culture as moderators for firm's effectiveness. One hundred and ninety one usable questionnaires were collected. Respondents to the questionnaire were from middle to top managers who worked in companies that held patents in various industries. The discriminate validity, convergent validity, and reliability were established. Five research hypotheses were supported by the results as follows; there is a positive relationship between knowledge management process and business performance, there is a positive relationship between knowledge management content and business performance, there is a positive relationship between intellectual capital and business performance, culture act as a moderator for the relationship between knowledge management process, knowledge management content, intellectual capital and business performance, and technology act as a moderator for the relationship between knowledge management process, knowledge management content, intellectual capital and business performance. Several contributions of this research project were realized. First, an integrated model of knowledge management and intellectual capital was empirically tested. Second, emergent Knowledge management processes and its contents were established as enablers of business performance and the relationship with other intellectual capital components, including human capita, relation capital, structure capital and customer capital and should examine other factors that may affect the sophistication of business performance such as culture and technology. A revised model was presented that may lead to future research in this area.

**Keywords:** Knowledge Management, Intellectual Capital, Business Performance, and Iraqi Industry.

## ABSTRAK

Kajian ini bertujuan untuk menerangkan hubung kait di antara modal intelek dan pengurusan pengetahuan, di samping hubung kait teknologi dan budaya , dan untuk mengenal pasti rangka kerja di dalam bidang tersebut. Maklumat yang diperolehi sebelum kajian amat terhad. Kajian ini melihat pengurusan pengetahuan dari sudut proses dan hubung kaitnya dengan modal intelek. Tumpuannya ialah untuk meneliti kesan pengurusan pengetahuan dan modal intelek terhadap prestasi usaha, mengambil kira teknologi dan budaya sebagai penyumbang kepada kecekapan firma. Sebanyak satu ratus sembilan puluh satu soal selidik yang lengkap telah dapat di kumpulkan. Responden dalam kajian terdiri dari peringkat pertengahan sehinggalah ke peringkat pengurusan atasan yang bekerja di dalam syarikat yang mempunyai tanda dagangan di dalam beberapa perusahaan di Iraq. Pengesahan diskriminan, kesahihan konvergen, dan ujian keboleh percayaan telah dapat dibuktikan. Lima hipotesis kajian yang disokong oleh dapatan tinjauan adalah seperti berikut; terdapat hubungan positif antara proses pengetahuan pengurusan dan prestasi usaha, terdapat hubungan positif antara kandungan pengetahuan pengurusan dan prestasi usaha, terdapat hubungan positif antara modal intelektual dan prestasi usaha, budaya sebagai moderator terhadap proses pengurusan pengetahuan, kandungan pengurusan pengetahuan, dan modal intelektual dan prestasi usaha, teknologi sebagai moderator kepada hubungan antara proses pengurusan pengetahuan, dan kandungan pengurusan pengetahuan dan modal intelektual dan prestasi perniagaan. Dapatan dari penyelidikan telah direalisasikan dalam bentuk; Pertama satu model bersepadu pengurusan pengetahuan dan modal intelek telah diuji secara empirik. Kedua, kewujudan proses pengurusan pengetahuan dan isinya sebagai pemangkin kepada prestasi perniagaan dan hubungan dengan komponen modal intelek lain, termasuk modal insan , modal hubungan, struktur modal dan modal pelanggan-pelanggan . Satu model baru telah dapat dibentuk untuk kajian di masa hadapan di dalam bidang ini.

**Kata kunci:** Pengurusan Pengetahuan, Modal Intelek, Prestasi Perniagaan, dan Industri Iraq.

## PUBLICATIONS DERIVED FROM THIS THESIS

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## **DEDICATION**

This thesis is dedicated to my family who has supported me through the entire process.

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## **ABBREVIATIO**

ANOVA	Analysis of Variance
KM	Knowledge Management
KC	Knowledge Creation
KS	Knowledge Sharing
KU	Knowledge Utilization
TK	Tacit Knowledge
EK	Explicit Knowledge
IC	Intellectual Capital
HC	Human Capital
CC	Customer Capital
RC	Relation Capital
SC	Structural Capital
C	Culture
T	Technology
IP	Innovation Performance
RPD	Rate of New Product Development
CS	Customer Satisfaction
CR&OC	Customer Retention and Operating Cost
IT	Information Technology
UN	United Nation
USA	United States Of America
SPSS	Statistical Package For Social Science
AMOS	Analysis of Moment Structure
OCAI	Organization Culture Assessment Instrument
IC's	Intellectual Capital Stocks
OCP	Organization Conceptual Program
EVA	Economic value Added
BSC	The Balanced Scorecard

## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.1 BACKGROUND**

In the past decades, production processes have changed. The traditional factors of production such as, natural resources, labor, and capital have lost their significance (Stam, 2007). Intangible inputs, like information and knowledge, have risen in importance and knowledge becomes the main challenge (Drucker, 1993). Nowadays, business environment is experiencing a shift from being labor-based to knowledge-based, whereby the sustainable competitive advantage of organization is based on its ability to utilize and manage knowledge. Knowledge management is described as a systematic exercise of building, renewing and applying knowledge to maximize the effective performance of an organization (Wiig, 1997). Thereby, the knowledge management has progressed from an emerging concept to an increasingly common function within a business (Zack et al., 2009; Michelle et al., 2003). Furthermore, Zack et al. (2009) indicates that Knowledge Management (KM) practices are positively associated with business performance, which includes innovation, rate of new product development, customer's satisfaction and customer's retention. Indeed, it "represents competition based on understanding, satisfying and retaining customers".

Over the past 15 years, utilization and management of knowledge have been shown to lead the creation of Intellectual Capital (IC), which is considered an actual resource. Intellectual capital is an intangible source of an organization. Therefore, investigating the relationship between knowledge management and intellectual capital has become a major issue in contemporary organizations. Organizations realize that they can attain

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