

# Knowledge Management Processes and their role in Career Creativity “Applied research in the Iraqi Ministry of Trade - State Company for Foodstuff Trade”

**Khaled Khanjar Mansour Al-Saadi**

Iraqi Ministry of Trade - General Company for Foodstuff Trade - Director of the Financial Department

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**Abstract;** The current study aimed to highlight the process of knowledge management and to know the significant role they play in creativity of job in the General Company for Foodstuff Trading (GCFST) as a service entity, and the level of understanding of knowledge management. To achieve this goal, the study depend on variables, then analyze them through questionnaire form which was the major means to gather information and data, and to deepen in finding answers to a certain problem with several questions, among them, what are the processes of the knowledge management and readiness extent in the General Company for Foodstuff Trade (GCFST) to benefit from them?, What is the role of the scope and the scale of knowledge management processes (**knowledge diagnosis, knowledge creation, knowledge distribution, knowledge application**) in creativity of the job?. The outcome conclusions, the majority are, the continuous creativity technology is one of the techniques that organizations adopt in performance development, whether are processes or individuals performances, which are continuously in order to get rid of all the shortcomings of the organization, and the applied results have shown a positive multi-effect for the total knowledge of management processes variables combined in functional creativity in the searched company.

**Keywords:** knowledge application, creation, diagnosis, distribution, Iraq

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## Introduction

Knowledge is usually considered nowadays as the main and important organizations and a purposeful and present-day administrative tool to adjust the times requirements, as it is the mainly significant resource in generate achieving and wealth creativity and distinction in the intellectual data in which a lot of concepts such as the information revolution and globalization have risen within its framework. The interest in the topic of creativity has increased as it is a necessary and vital matter for the organization in light of the challenges posed by the phenomenon of globalization and rapid technical changes. Therefore, organizations

must adopt knowledge management processes that contribute to creativity, innovation and problem-solving, which helps in progress and keep pace with the technical community.

The study (Abdel Ghafour, 2015) entitled "The requirements of knowledge management and its role in achieving competitive advantage in universities in the Gaza Strip", to identify the function that the requirements of the knowledge management can play in Palestinian universities to create a competitive advantage for them in the Strip of Gaza from the opinion of students expected to graduate in the first semester of 2013-2014, and to recognize the relationship between knowledge management (the independent variable) and selected elements of competitive advantage (Dependent variable). In achieving its objectives, the current study depends on the descriptive analysis and the using of the stratified random sample method those amounted to (285) individuals, and the questionnaire was used in collecting data. The mainly significant results of the study are that universities are working to provide knowledge management requirements in a set of dimensions, respectively, human resources 73.09%, organizational culture 72.331%, information technology, 71.40%, organizational leaders, 68.93%. The most important thing recommended by the study is to urge university management to seek to facilitate communication with students to exchange ideas and contribute to knowledge, and to accept constructive criticism to promote the university.

The study of (Siadt.etal., 2015) aimed to determine the aspects that affect the successful implementation of knowledge management at Islamic Azad University in Tehran, Science and Research Unit. The research tool was the questionnaire form, any which the study adopt analysis and description. The sample population was consisted of management, humanities and teachers of accountants, as they reached (137) individuals, while the sample size was estimated (101) individuals. The main essential finding was that the organizational culture is the main factor for the success of knowledge management and is considered the catalyst for knowledge management in many organizations and institutions. As for the most important recommendations of the study, the Science and Research Unit need to restructure the organizational culture and build a novel organizational structure.

## **1. Methodology**

### **1.1 Research problem**

The research problem was summarized in the below questions:

- 1- What are the knowledge management processes and the preparation of the General Company for Foodstuff Trade to benefit from them?
- 2- What is the effect of the aspect of knowledge management processes (knowledge diagnosis, knowledge creation, knowledge distribution, knowledge application) on functional creativity?
- 3- The degree of the awareness and response of the study sample to the significance of the process od knowledge management and its functional creativity?
- 4- Is there awareness on knowledge management role that plays in functional creativity?

### **1.2 Research importance**

The significance was derived from the subsequent points:

- ✓ Identify the function of knowledge management processes in functional creativity, in the General Company for Foodstuff Trade, especially since the company is considered one of the important organizations in Iraq.
- ✓ Study new variables for the knowledge management dimension represented by (*knowledge diagnosis, knowledge creation, knowledge distribution, knowledge application*) that enable access to functional creativity.
- ✓ Study the nature of the association between the knowledge management extent and its creativity function in the work of the General Company for Food Trade, research sample.

### 1.3 Research objectives

The study seeks out to accomplish the subsequent objectives:

- Knowing the important role that knowledge management plays in functional creativity.
- The extent to which the General Company for Foodstuff Trading understands the research sample and its importance in knowledge management.
- Clarify the most innovative knowledge management aspects in the performance of the company.
- Knowing the function of the processes of the knowledge management in the functional creativity of the General Company for Food Trade in the research sample.

### 1.4 Research hypothesis

The study hypotheses are:

1. The existence of efficient and sophisticated knowledge management processes help in reaching the reality of the organizations' activity.
2. There is a significant relationship between knowledge management processes and functional creativity.
3. There is a significant effect of the processes of the knowledge management on the functional creativity of the General Company for Foodstuff Trade.
4. There is considerable effect of the processes of knowledge management on job creativity.

### 1.5 Domain and research data

**1.5.1 Temporal boundaries:** The study was carried out in 2021.

**1.5.2 Place boundaries:** GCFST (The General Company for Foodstuff Trade).

### 1.6 Methodology of the study

The present work depend on the experimental manner by gathering the data and evaluate it, the approach concentrate on survey the research sample, and directions using the descriptive approach and reached certain conclusions and adopt recommendations.

### 1.7 Analysis tools

A questionnaire form was distributed from during January 2021, it contains two major parts:

## Knowledge Management Processes and their role in Career Creativity “Applied research in the Iraqi Ministry of Trade - State Company for Foodstuff Trade”

- General information
- The 2<sup>nd</sup> contains 40 subsection which has two topics: The first (27) paragraphs that were related to process of knowledge management, while the 2<sup>nd</sup> has (13) paragraphs that were related to measure the performance of functional creativity of the General Company for Foodstuff Trade.

### 1.8 The difficulties of the research problems

- ❖ The movement difficulty due to the pandemic (Corona virus).
- ❖ The gathering information difficulty (from GCFST).
- ❖ The security situation problems in Iraq.

### 1.9 Research model

Based on the views of previous studies, figure 1 below shows the correlation between the variables (dependent and independent).

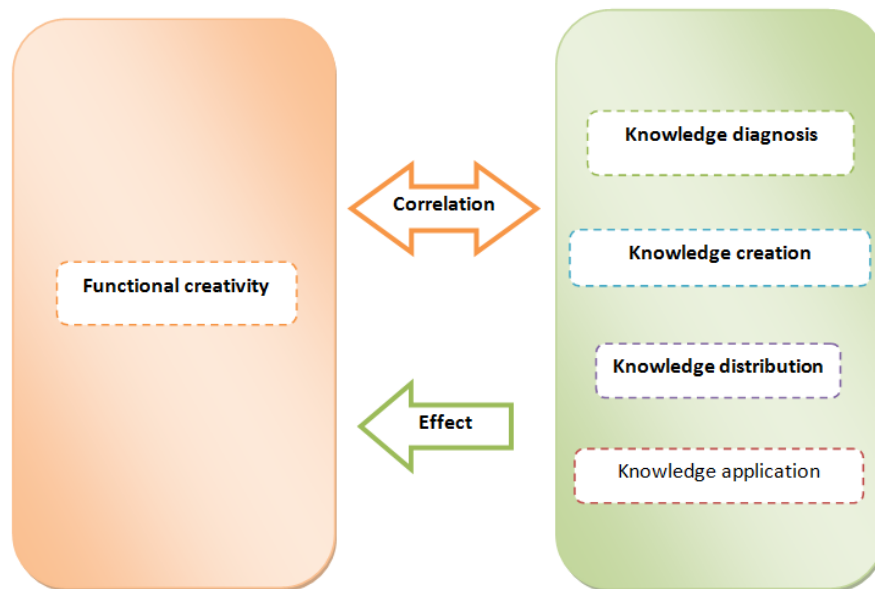


Figure 1: The research outline of the hypotheses

(Source: designed by the researcher)

### 1.10 Sample Research Community

General Company for Foodstuff Trade represented by the employees that holds; Diploma, Bachelor's, Postgraduate Diploma, Master, and PhD. 200 individuals were selected and using (D. Morgan) model, as stated in table 1.

**Table 1: Determination of sample size from a given population**

N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	246
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	351
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	181	1200	291	6000	361
45	40	180	118	400	196	1300	297	7000	364
50	44	190	123	420	201	1400	302	8000	367
55	48	200	127	440	205	1500	306	9000	368
60	52	210	132	460	210	1600	310	10000	370
65	56	220	136	480	214	1700	313	15000	375
70	59	230	140	500	217	1800	317	20000	377
75	63	240	144	550	225	1900	320	30000	379
80	66	250	148	600	234	2000	322	40000	380
85	70	260	152	650	242	2200	327	50000	381
90	73	270	155	700	248	2400	331	75000	382
95	76	270	159	750	256	2600	335	100000	384

*N: size of population S: size of the sample*

(127) forms were distributed, and in return received number were 125 (98%) which represent the rate of recovery.

**1.11 Constancy and measuring honesty**

**1.11.1 Honesty test:** The questionnaire was distributed to arbitrators that were in the same of research filed, their opinions were considered.

**1.11.2 Constancy test:** five-point Likert scale and Cronbach Alpha were used to analyze the collected data. (Al-Jadiri and Abu Helou, 2009: 171). Table 2 expressed the variables.

**Table 2: Constancy test of search variables using the Cronbach alpha coefficient**

Variables		The Cronbach alpha coefficient
1.	Knowledge Management Operations X	0.981
2.	Functional creativity Y	0.975
3.	Total research variables	0.968

Table 2 shows that Cronbach alpha coefficient value was high, and the total variables value was 0.968, which indicates a high stability.

### 1.12 Statistical tools used in analysis and data processing

- 1- Spss-Ver-19.
- 2- Microsoft Excel 2010.

## 2. Theoretical Review

### 2.1 Knowledge management concept

Knowledge management is recent concept as it is the effort directed by the organization in order to classify, organize and store the types of knowledge that are related to the activity of the organization that mainly help in achieving success and creativity.

(Wick, 2004: 515) defined it as extracting knowledge from people and working on analyzing, developing and drafting it in electronic documents so that others could obtain, understand and apply it.(Al-Meligy, 73: 2010) defines it as (the sum of facts, perspectives, opinions, judgments, working methods, experiences, information and data that an individual or institution owns).There are many characteristics and features that characterize knowledge management, which can be identified as follows: (Yassin, 2007: 34)

- 1- Knowledge is a human resource and it is a higher human condition than just obtaining information.
- 2- Knowledge requires a fluid interaction with reality, awareness and awareness of reality in terms of its variables and elements.
- 3- Independent variables.
- 4- Interdependence variables. (Elayyan, 2008: 94).

### 2.2 Dimensions of knowledge management

Through the researcher's review of the previous studies, they came out with four dimensions of knowledge management and approved by the researcher as it is the most comprehensive and most used and can serve the research, which are the following:

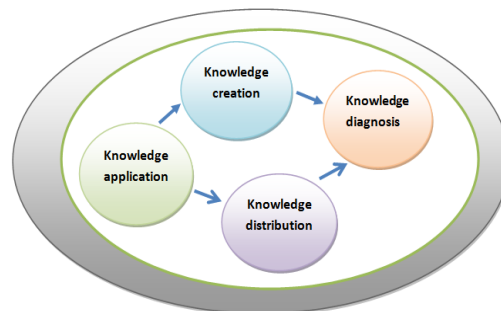


Figure 2: Knowledge management processes

(Source: The researcher's design after reviewing the previous studies)

**1. Knowledge Diagnosis:** It is the process that refers to setting up policies and programs for other processes because one of its results knows what kind of knowledge is available (Al-Kubaisi, 2005: 94). (Al-Enezi and Hussein, 2014: 14) confirmed the importance of diagnosing knowledge as it is the basis for the organization's wealth, and effective management for its development and success.

**2. Knowledge creation:** It is a cyclical process that begins when knowledge is transferred in the organization from one element to another, thereby transforming knowledge from implicit to explicit, and then this explicit knowledge is passed on to another element (Al-Sawy, 2007: 32).

**3. Knowledge distribution:** These are the processes that include (distribution and dissemination, participation, flow, transfer, and mobilization. (Heisig&Vorbeck, 2000: 119) believes that there are several methods of knowledge distribution, namely:

- A- Diverse teams to internal distribution.
- B- Internet.
- C- Training.
- D- Knowledge Agents.
- E- Documents of internal societies.
- F- Skilled teams, learning workshops and knowledge circles.

**4. Knowledge Application:** The goal was by applying the available knowledge to the organization. Burk (1999: 270) has indicated that the organization looking for a good application of knowledge must hire a knowledge and skilled manager, who encourage the high-quality practice, and acts as a part that dedicate his knowledge and share and implement it, as well as training sessions.

**2.3. Functional creativity:** Creativity is the human tool for controlling nature, and the human means for development and advancement through cumulative and creative additions characterized by creativity not by imitation and imitation.

(Abu Jadu, 2004: 26) define it as "creativity related directly to the organizational structure and administrative process in the organization, and indirectly to the basic activities of the organization".

**2.4. The relationship of creativity to knowledge management:** Numerous paths were developed to identify the relationship between the two variables:

(Wheelen and Hunger, 2000: 340) suggested that any organization or community must have creativity to knowledge management, otherwise, its ability will be ruined, that's why it is important to concentrate on development to accomplish success, and creativity, also, the method of employing the storage knowledge in provides new services to the receivers, besides the future investment, and technical knowledge.

(Drucker, 1998: 150) believes that creativity arises in most cases from the flash of genius. However, there are other sources of successful innovations expressed by the creative opportunities resulting from conscious and purposeful research.

### 3. Test and empirical analysis

#### 3.1 Empirical Analysis

To accomplish the experimental part of the study, the researchers designed a questionnaire form that had two aspects; the 1<sup>st</sup> one includes inquiries concerned with the processes of knowledge management, while the 2<sup>nd</sup> includes inquiries related to creativity of the job. The additional inquiries are related to the below aspects: -

#### The 1<sup>st</sup> aspect: sample members

Includes the following:

- 1. Gender:** The total of samples were 125, the number of males were 64 (51.2%) while the females were 61(48.8%), table 3.
- 2. Age:** 76 persons were (30years or below) represents (60.8%) (the highest percentage), while 31 to 40 years were (31) individuals(24.8%), followed by 41 to 50 years were 11 individuals(8.8%), and lastly 50 years and above were only 7 individuals, (5.6%) as in table 3.
- 3. Academic level:** bachelor’s degree were 91 persons (72.8%), diploma were 20 individuals (16.0%), master’s degree were 8 individuals(6.4%), PhD were (3) individuals (2.4%), table 3.
- 4. Years of service:** 11 years or more were 85 individuals (68.0%), while 5 to 10 years were 21 individuals(16.8%), and less than 5 years were 19 individuals(15.2), table 3.

**Table 3: Characteristics of Sample Members**

No.	Variables	Categories	Repetition	Percent %
1	Gender	Male	64	51.2
		Female	61	48.8
		<b>Total</b>	<b>125</b>	<b>100.0</b>
2	Age	30 years and less	76	60.8
		31-40 years	31	24.8
		41-50	11	8.8
		51 years and over	7	5.6
		<b>Total</b>	<b>125</b>	<b>100.0</b>
3	Educational Degree	Doctorate	3	2.4
		Master	8	6.4
		Post Graduate Diploma	3	2.4
		Bachelor	91	71.8
		Diploma	20	16.0
		<b>Total</b>	<b>125</b>	<b>100.0</b>
4	Career service	Below 5 years	19	15.2
		5-10 years	21	16.8
		11 years and above	85	68
		<b>Total</b>	<b>125</b>	<b>100.0</b>

#### The 2<sup>nd</sup> aspect: Presentation and analysis of the questionnaire results



This aspect looking to introduce the answers of GCFST and the information that related to the processes of knowledge management, creativity of career, as the arithmetic means, standard deviations, variation coefficient, and relative significance were used for the sub and general level. The scale of five-point Likert was applied according to the categories. Table 4 below indicates all the statistics.

**Table 4: The weight of the Likert scale adopted in the study**

Class length	Approval score
1-1.79	Strongly disagree
1.8-2.59	Don't agree
2.6-3.39	Neutral
3.4-4.19	Agreed
4.2-5.0	Strongly agree

1- The processes of knowledge management

Table 5 depict the gathered data and its statistical analysis and where categorized to strongly agreed, neutral, agree and disagree

**Table 6: The collected data nad its analysis**

No.	subsection	Arithmetic mean	St. deviation	Variation Coeff.	Importance relativity
1.	The company undertakes the systematic monitoring of available and renewable knowledge from its various sources	4.21	0.56	10.84	86.40
2.	The company provides technological means to assist workers in diagnosing and acquiring knowledge	3.39	1.02	30.00	67.71
3.	There is interest on the part of the company in attracting experts with competence and experience in the field of knowledge	4.08	0.73	18.04	81.60
4.	The company has the ability to identify individuals who possess knowledge	3.64	0.82	22.65	74.00
5.	The company focuses on diagnosing the types of knowledge required for each administrative level	4.06	0.71	17.61	81.28
6.	The company encourages continuous research to help diagnose knowledge	4.16	0.75	18.16	83.20
<b>Knowledge diagnosis</b>		<b>4.09</b>	<b>0.50</b>	<b>12.43</b>	<b>81.76</b>
	The company has multiple and clear	4.17	0.47	11.29	83.36

Knowledge Management Processes and their role in Career Creativity “Applied research in the Iraqi Ministry of Trade - State Company for Foodstuff Trade”

7.	mechanisms for creating knowledge				
8.	The company conducts scientific research and experiments to produce new knowledge	3.62	0.94	26.05	72.50
9.	The company is interested in training courses and workshops to create knowledge	3.87	0.77	19.96	77.17
10.	The company uses technology and the Internet to obtain advanced knowledge	3.28	1.02	31.43	65.33
11.	The company employs its previous achievements in creating and developing knowledge	3.92	0.72	18.50	78.40
<b>Knowledge creation</b>		<b>3.76</b>	<b>0.97</b>	<b>25.32</b>	<b>77.28</b>
12.	The company works on exchanging knowledge at all administrative levels	4.29	0.77	10.60	90.76
13.	The company issues and publishes documents aimed at disseminating knowledge	3.63	0.95	26.29	72.64
14.	The company encourages working individuals to present their new work-related ideas	4.17	0.59	14.21	83.36
15.	The company uses expert technology to distribute individual knowledge	4.02	0.55	13.78	80.32
16.	The company forms work teams and holds periodic meetings to distribute knowledge	3.37	1.15	34.10	67.67
17.	The company's work system is designed in a way that helps spread knowledge	4.08	0.74	18.31	81.60
18.	The company uses technological technologies, social media, and email to share knowledge	3.90	0.56	14.34	78.08
<b>Knowledge distribution</b>		<b>4.11</b>	<b>0.35</b>	<b>8.40</b>	<b>82.26</b>
19.	The company has approved mechanisms for applying knowledge	4.13	0.72	17.67	82.56
20.	The company uses the acquired knowledge to improve the services provided to customers	3.84	0.87	22.66	76.94
21.	The company promotes a culture that supports the effective application of knowledge	4.03	0.71	17.80	80.64
22.	The company has means and methods that help to apply knowledge	4.14	0.57	13.80	82.84
23.	The application of knowledge management processes in the company supports the process of forecasting and	4.14	0.53	12.89	82.88

	decision-making				
24.	Continuous training of the company's employees by experienced experts, both internally and externally, to apply knowledge	3.25	1.21	37.21	65.00
25.	The company works to facilitate the access to the necessary knowledge for individuals, experts and administrative units	4.17	0.61	14.85	83.36
26.	Forming expert teams within the company, cognitively diverse and independent	4.06	0.78	19.38	81.12
27.	The representative that have an obvious image of the approach to be applied and implemented	4.190	0.660	15.940	83.840
<b>Application of Knowledge</b>		<b>4.160</b>	<b>0.720</b>	<b>17.380</b>	<b>83.200</b>
<b>Processes of Knowledge management</b>		<b>4.180</b>	<b>0.710</b>	<b>16.720</b>	<b>84.100</b>

2 -Creativity of function

As in table 6, all the statistical analysis were come in the following statements:

*Generally, the arithmetic mean of the overall statements of the creativity functional was 3.83; belong to agree option, which represents the majority.*

Table 6: The data analysis of functional creativity

No.	Statements	Arithmetic mean	St. deviation	Variation Coeff.	Importance Relativity
28.	The company has an organizational structure that fits with the company's goals and strategies	4.28	0.69	15.81	87.52
29.	The company has clear, specific and comprehensive strategic plans for the business	4.26	0.78	18.40	85.28
30.	The company accomplishes its business in a new and sophisticated manner	3.55	0.99	28.09	70.83
31.	Accurate knowledge of the company about work obstacles and ways to avoid them through alternative plans	3.81	0.80	21.13	76.28
32.	Developing a strategy for employing information technology in the company's activities	3.68	0.91	24.96	73.67
33.	The decisions that are made in the	4.06	0.70	17.33	81.28

**Knowledge Management Processes and their role in Career Creativity “Applied research in the Iraqi Ministry of Trade - State Company for Foodstuff Trade”**

	company are according to an in-depth and exhaustive study and are not randomly carried out				
34.	The company has the ability to simplify and organize ideas when facing problems with work	3.97	0.69	17.51	79.36
35.	The company has a vision for the future that reflects its values and philosophy	3.79	0.81	21.46	75.89
36.	The leadership in the company adopts the foundations of scientific research in dealing with the company's problems	4.08	0.53	13.02	81.65
37.	The company has an approved form for evaluating employees' performance and urging them to perform better	3.73	1.03	27.83	74.50
38.	The company has accurate measures to know the degree of customer satisfaction	3.98	0.64	16.23	79.64
39.	The company has a special form to know the degree of quality of its services provided	3.47	1.17	33.77	69.50
40.	Talkto the company beneficiaries seeking for their satisfaction level with the provided services	3.260	1.020	31.430	65.330
<b>Functional creativity</b>		3.830	0.780	20.340	76.970

### 3-2 Examination of the hypotheses

The tests were carried out on the following:

- Independent variables corresponding to knowledge management.
- Dependent variables corresponding to functional creativity.

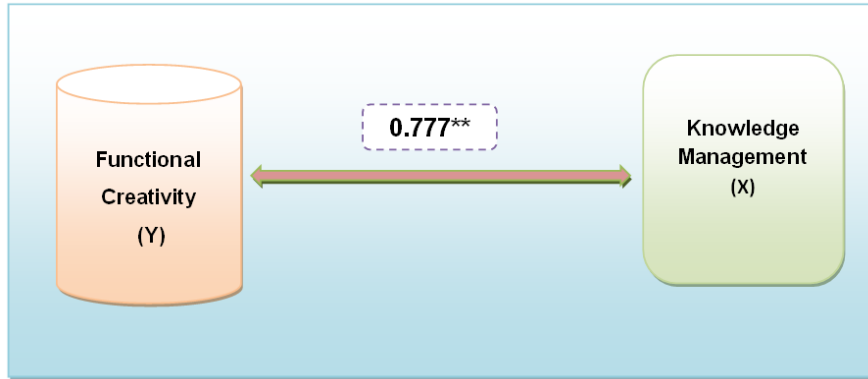
**1- Test the relationship in the hypothesis:** it is carried out to figure out the rejection or acceptance the correlation between functional creativity and processes of knowledge management using (Pearson Correlation Coefficient), table 7 and figure 3.

**Table 7: The correlation between knowledge management processes and functional creativity**

Knowledge management processes X Functional creativity Y		Knowledge diagnosis	Knowledge creation	Knowledge distribution	Knowledge application	Knowledge Management Operations X	Moral relations	
							Number	Percent %
Functional Creativity Y	Coefficient of correlation	0.607**	0.722**	0.760**	0.831**	0.777**	5	100%
	Moral level	0.000	0.000	0.000	0.000	0.000		
	The decision	Function	Function	Function	Function	Function		

\*\* Strength of Relationship and Morality (1%)

\* The strength of the moral relationship (5%)



**Figure 3: The correlation between knowledge management processes and functional creativity**

**2-Test hypotheses of influence**

The 2<sup>nd</sup> and the 3<sup>rd</sup> hypotheses were simple and multiple regressions, the analysis of these hypotheses and the collected data in tables 8, and 9 respectively.

**Table 8: The impact of the electronic services system on the work of electronic banking**

Dependent variable / Independent variable	Functional creativity							
	Fixed Limit a	Calculated Value of T	Marginal inclination b	Calculated Value of t	Selection coefficient R <sup>2</sup>	Calculated Value of F	Morality	Decision
Knowledge management processes	0.602	1.691	0.877	10.194	0.456	103.936	0.000	There is an effect

\*The value (f) of the table at a significant level 5% and the degrees of freedom (1,123) = (3.91),

\*\* The value (f) of the table at a significant level 1% and the degrees of freedom (1,123) = (6.87)

\* Value (t) tabular at a significant level 5% and degrees of freedom (123) = (1.67)

\*\* Value (t) tabular at a significant level 1% and two degrees freedom (123) = (2.34)

**Table 9: The multiple effects is the sum of (X) variables in knowledge management processes on functional creativity**

Knowledge management processes	Functional creativity						
	Regression coefficients	Calculated t	Morality	Determination Coefficient R <sup>2</sup>	Calculated F	Morality	Decision
Fixed Limit	0.133	1.178	0.320	0.897	117.187	0.000	There is Effect
Knowledge diagnosis	0.625	3.165	0.003				
Knowledge creation	0.146	0.852	0.396				
Knowledge distribution	0.457	5.732	0.000				
Knowledge application	0.694	9.977	0.000				

\* The value (f) of the table at a significant level 0.05 and the degrees of freedom (5,119) = (2.30)

\*\* The value (f) of the table at a significant level 0.01 and the degrees of freedom (5,119) = (3.19)

\* Value (t) tabular at a significant level 0.05 and degrees of freedom (119) = (1.67)

\*\* Value (t) tabular at the level of 1% and degrees of freedom (119) = (2.34).

From tables 8 and 9, the following statement was concluded:

*“The knowledge management processes with their combined variables have a strong and significant effect on functional creativity in the General Company for Foodstuff Trade”.*

## 4- Conclusions and Recommendations

### 4-1 Conclusions

- 1- There is a positive and moral relationship among knowledge management processes and functional creativity.
- 2- There is a positive and moral impact on knowledge management processes on functional creativity.
- 3- There is a positive multi-effect for the combined variables of knowledge management processes on functional creativity.
- 4- There is a weakness in the technological means in the company that help workers diagnose and acquire knowledge.
- 5- There is little use of technology and the Internet to obtain advanced knowledge.
- 6- There is a weakness in work teams and holding periodic meetings to distribute knowledge.
- 7- There is a lack in training courses for the employees of the company on a continuous basis by experienced experts, both internally and externally, to apply knowledge.
- 8- There is a poor communication with the beneficiaries of the company to know their level of satisfaction with the services provided.
- 9- The continuous creativity in technology is one of the techniques that organizations accept the development their individuals or processes performances, which are continuously in order to get rid of all the deficiencies in the organization.

### 4.2 Recommendation

The following suggestions were recommended:

- 1- Developing technological means in the company that assist workers in diagnosing and acquiring knowledge.
- 2- Searching on the use of technology and the Internet to obtain advanced knowledge.
- 3- Increase work teams and hold periodic meetings to distribute knowledge.
- 4- Arranging, and holdings training sessions for the company's employees on an ongoing basis by experienced experts internally and externally to apply knowledge.
- 5- Opening numerous channels to communicate with the beneficiaries of the authority to know their level of satisfaction with the services provided.

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