

A Mediated Model of Employee commitment: The Impact of Knowledge Management Practices on Organizational Outcomes

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Abstract— *In this modern and competitive day, firms rely on innovative ideas to sustain and succeed. For today's management, it is critical to look for ways and means to knowledge management, and this study greatly emphasizes this aspect. This study investigates and investigates the impact of a knowledge management on organizational outcome as well as the role of employee commitment as a mediator. Essentially, it provides a framework via which a high-commitment work environment supports innovative work behavior in Kurdistan region of Iraq SMEs. Using the findings of this study, SMEs firms, particularly mobile network operators, can alter and innovate their services in order to thrive in a competitive market. All proven correlations are conceptually explained, practically tested, and supported by a survey of the literature. The findings revealed that all three variables in the study have a favorable association. All three hypotheses are accepted, and the association between knowledge management and organizational outcome is mediated by employee commitment.*

Keywords— *Knowledge Management, Innovative, Employee Commitment, Organizational Outcome.*

I. INTRODUCTION

In today's fast-paced, highly competitive business world, companies that can't adapt to new situations quickly will fail. Organizations, especially technology-driven ones, are the ones that management researchers have suggested need to be creative and innovative on a constant basis in order to respond to and adapt to an uncertain and changeable business environment. According to studies, this sort of innovation is frequently the result of the employees' unique blend of skills, interests, and perspectives (Abubakar et al., 2019). People bring their own unique collection of skills, experiences, and worldviews to the workplace. This understanding has prompted a greater focus on knowledge management principles that may be implemented to encourage originality and creativity in the workplace. To this end, Ode and Ayavoo (2020) highlight the measures that businesses can take to inspire their workers to think and act more like entrepreneurs and pioneers. As a result, it is

crucial to gain a deeper understanding of the motivations that inspire workers to take creative action. Knowledge management and organizational innovation are positively correlated since both have been shown to have a substantial impact on employee attitudes and motivation (Ahmed and Faeq, 2020). According to Anwar and Shukur (2015), employee behavior and outcomes can be anticipated by a level of commitment, which is necessary for innovation-seeking firms. According to the findings of these studies, firms can affect employee behavior and collaboration by instituting an efficient "knowledge management procedure" (Nisar et al., 2019). Thus, the focus of this research was on a specific set of knowledge management procedures that are consistent with the model of high-dedication workplaces. As a result, it is evident from this study that firms that want to implement an innovation strategy will need a high level of employee dedication, as this is a significant predictor of employee behavior and outcome. This research adds to the existing body of literature by shedding light on the critical

functions of knowledge management and HCWS in fostering creative and original approaches to the workplace. Understanding the role of knowledge management as a mediator between a high-commitment work system and creative approaches to tasks is a significant contribution to the field. As Antunes et al. (2020) point out, high-commitment work systems can have a major impact on employees' propensity to engage in creative problem-solving on the job. Work habits that are innovative include coming up with new ideas, advocating for those ideas, and, most importantly, making an attempt to put them into action. Each of these, we believe, involves some form of knowledge sharing or what has been termed knowledge management. Researchers have hypothesized that businesses that encourage the sharing of information between their staff members will be more creative overall. They also remark that the development of new ideas frequently necessitates the use of tacit knowledge—information that an employee has picked up informally and intuitively applies—in order to succeed. For this reason, knowledge management lays the groundwork for creative workplace practices (Anwar, 2016). Businesses can strengthen their foundational strengths and compete more effectively by spreading knowledge internally (Iqbal et al., 2018). Previous studies have shown a positive correlation between HR practices and organizational and personal success (Abualoush et al., 2018). While knowledge management systems are thought to have a positive impact on employees' innovativeness in the workplace, Jiang et al. (2012) note that only a small number of studies have investigated this phenomenon. Knowledge management processes and systems are said to have little effect on employees' inventive behaviors on the job, although this claim has been met with skepticism by researcher (Faeq, 2022). This reflects the knowledge gap that needs to be filled in order to determine the specifics of the mediating mechanisms at play. It would be useful in answering the question of how HR systems might foster and mold individuals' creative approaches to the workplace (Hameed and Anwar, 2018). Some academics have described this gap as a "missing link" in our knowledge of causation. Through the application of knowledge management, our study aims to paint a more complete picture of the interplay between HCWS and IWB characteristics. Specifically, it demonstrates the direct and indirect links between organizational policies and practices and their effects on individuals' innovative actions in the workplace. If successful, this research could help practitioners better encourage creative work practices. As an added bonus, this research could aid in elucidating the value of HR systems and direct managers toward the use of such methods in order to boost the efficiency and effectiveness of their respective

businesses. In the following sections, we will first present an overview of the telecom industry in the Kurdistan area of Iraq, where innovation is seen as crucial to the success of businesses. As a follow-up, we will discuss the studies that lend credence to our claims. To do this, we will employ a conceptual framework proposed to be useful in explaining the potential effects of work systems on innovation-related behaviors among workers. When we've finished explaining how and why we conducted the study, we'll say what we want to do with the results. The information technology (IT) and SMEs (com) industries have changed the globe by becoming the most rapidly expanding and technologically demanding of all businesses today. Over the past few years, the telecom industry in the Kurdistan region of Iraq has been the single most important contributor to the economy there.

II. RESEARCH CONTRIBUTION AND GAP

Knowledge management's impact as a mediator between other factors (such as employee commitment and organizational outcome) is rarely studied. What effect does knowledge management have, and what effect does employee dedication have, on the success of a company? There is a lack of academic inquiry into this question, even in the Iraqi Kurdistan region. Leaders in human resources and elsewhere in the company will benefit from this since it will inform their decisions about how best to encourage employee participation and how crucial it is to manage employees' expertise so that the business may maximize its output. Knowledge management databases let the most qualified and experienced professors in higher education institutes in the Kurdistan region of Iraq share their knowledge with the rest of the faculty and staff. This improves the quality of education for everyone involved and leads to better results for the institution as a whole.

Employee commitment

Previous research has given much emphasis to organizational commitment because of the enormous impact it has on work attitudes like job satisfaction, outcome, absenteeism, and planned turnover. According to research by Anwar (2017) conducted on IT firms, loyalty is most strongly correlated with measures of knowledge management (Cabrilo and Dahms, 2018). Employers are always coming up with new ways to keep workers and inspire them to be more dedicated to the company (Faeq et al., 2020). It has been shown that an individual's level of commitment to their organization affects both their level of job satisfaction and the success of their company as a whole (Anwar and Shukur, 2015). The amount of academic faculty members' self-actualization is related to both the success of knowledge management methods and the happiness of the academic community as a whole (Mardani et al., 2018).

Knowledge management techniques were essential at the academy. self-supporting engineering schools, in particular. When knowledge management is done in a mechanical way, it helps educational institutions based on an evaluation of the results that spans 720 degrees. Employee commitment is "the emotional, cognitive, and behavioral condition of the employee, with a focus on the intended organizational objective," as defined by Soto-Acosta et al. (2018). In this context, "employee commitment" refers to a quality shared by an organization and its staff. To put it another way, employee commitment refers to the level of mental and emotional investment workers have in their workplace. In addition, "employee commitment" (Anwar and Shukur, 2015) is a close conception of how employees feel about their jobs. Improved individual and organizational outcomes can result from a more committed workforce [49]. This includes a decrease in absenteeism, accidents, and turnover. Direct metrics of organizational success such as productivity, quality, outcome, customer happiness, profit, and business growth are positively correlated with employee dedication. Employees who are invested in their work approach it with enthusiasm and high levels of energy. The fact that they are so devoted to their jobs means that they rarely have free time (Faeq et al., 2021). Employee commitment, as acknowledged by leaders and managers worldwide, is one of the key variables influencing organizational outcomes. Traditional ideas of employee engagement, organizational loyalty, and job happiness are superseded by the steadfastness of employees' dedication to their organizations. Emotional, mental, and behavioral resources are all mobilized in service of achieving organizational objectives (Anwar and Qadir, 2017). All workers must work together for the company's success and efficiency. Committed workers, regardless of whether they feel positively about their organization on a personal, social, or psychological level, must share, support, collaborate, and create a pleasant common work environment in order to ensure long-term compliance. Positive attention and absorption at work, where time flies and it's hard to stop working, are hallmarks of commitment (Faraj et al., 2021). One of the most important ideas in business philosophy is the concept of employee participation. It is significantly broader than the ideas of "motivation" and "involvement" in the management literature and is based on the concepts of job satisfaction, organizational engagement, and public action (Naqshbandi and Jasimuddin, 2018). Commitment on the part of employees is understood to result from two-way communication between the company and its workers (Othman et al., 2020). Human resources professionals recognize the significance of employee dedication to the company's performance and competitiveness, and they know that engaged workers may make a difference in the

final product. Staff members that are enthusiastic about their work are more inclined to go above and beyond their normal workload (Al-Emran et al., 2018).

Knowledge Management

An organization's knowledge is a valuable asset since it allows the company to adapt, grow, and make the most of its resources (Faeq et al., 2021). The efficiency, competitiveness, and productivity of an organization are directly tied to the quality of its knowledge management (Anwar and Shukur, 2015). In addition to playing a role in shaping employee attitude, the utilization and growth of an organization's knowledge assets is what constitutes "knowledge management" (Abdullah et al., 2017). Community members engage in knowledge creation, transformation, archiving, and dissemination through knowledge management. Organizational knowledge flows are controlled through knowledge management systems (Shujahat et al., 2019). By integrating and enforcing various knowledge management strategies, businesses can gain an advantage in their industries (Sadq et al., 2020). Knowledgeable organizations see the expertise of their employees as a form of capital, so they've set up policies and procedures to make it easier for new information to be made and shared (Anwar and Abd Zebari, 2015). The term "knowledge process" refers to the "organized coordination to manage knowledge effectively" (Faeq et al., 2022). The steps of producing, acquiring, transforming, applying, and safeguarding knowledge are all part of the same process (Abualoush et al., 2018). It has been underlined by Anwar (2017) that the acquisition, conversion, implementation, and fortification processes of KM can have a significant impact on the success patterns of businesses using the same KM systems. Organizational success is positively correlated with knowledge management, according to the research of Faeq et al. (2022), even when absorptive capacity is a factor. Human strategy, organizational structure, and knowledge processes of translation and application are strongly related to organizational outcome, as explored by Anwar (2017), who looked into the connection between KM strategy, KM enablers, and KM processes and organizational outcome in software organizations. Knowledge acquisition, application, and protection were also found to be substantially correlated with business success by Gaviria-Marin et al. (2019). The above explanation lends support to the idea that enhancing the KM process will yield beneficial results for a business (Anwar, 2017). Previous research has also identified the KM process as a mediator between KM strategy and business outcome, as well as between KM enablers and firm outcome (Faeq et al., 2022). According to the study, better results for a business are predicted if KM procedures are enhanced (Faeq et al., 2021). Thus, in the higher education institutions in Tamil Nadu, organizational

commitment mediates the connection between KM procedures and organizational outcome. According to some of the prior literature findings (Anwar, 2016), knowledge worker productivity may be positively impacted by enabling individual KM arrangements and knowledge management methods in academic engineering faculties. Pham et al. (2019) outlined a few guidelines for increasing KWP: giving workers more control over their work while also providing them with ongoing training and education; improving both the quality and quantity of their output; treating them as valuable assets and providing them with knowledge-based tasks; and so on (Anwar and Surarchith, 2015). Knowledge management (KM) methods aid in facilitating the creation and operation of knowledge, which in turn boosts the efficiency of an organization's knowledge workers (Butt et al., 2018). As a result of their newly acquired and applied expertise, workers are better equipped to complete their work in an original, efficient, and acceptable manner (Faeq, 2022). Consumers of research have argued that KM ensures the continuous improvement of organizational outcomes through employee empowerment and hands-on learning opportunities; the adoption of total quality management (Sadq et al., 2021); the management of information workers as a strategic asset in accordance with the knowledge-based value model (KBV), and so on (Sadq et al., 2020). Together, we can accomplish more if we share what we know, as proposed by Barley et al. (2018). When it comes to knowledge, "knowledge management is tied to a set of actions that contribute to knowledge and information sharing and help others to share their expertise". In terms of business innovation, knowledge management is crucial, as it affects both the rate at which new ideas may be implemented and the quality of those ideas. "A culture where individuals may share their information, ideas, views, skills, and experience" is one definition of knowledge management (Faeq et al., 2020). Management of "experience, task-related information, and response concerning any process or product" is another definition of knowledge management. The transfer of information from a source to a target is another definition of knowledge management. It's a process whereby two people collaborate to reimagine and generate new information. While the academic community's definition of "knowledge management" shifts from context to context, "knowledge sharing" often refers to the free flow of information across groups inside an organization. Literature suggests that when people share what they know, it helps them, their teams, and their company as a whole become more productive and innovative [20]. When applied to the development, amassing, and upkeep of corporate procedures, knowledge management becomes known as "knowledge management." The value and application of

knowledge management to organizations will determine how far the field develops in the future. Therefore, knowledge management is the process of sharing and spreading one's ideas, experiences, and expertise with others for the purpose of preserving and perpetuating such knowledge in an organization (Anwar and Ghafoor, 2017). Knowledge management, as defined by Faeq (2022), is the process through which individuals share their insights and expertise with one another to boost both individual and organizational productivity. In the business world, "knowledge" refers to "habits, abilities, competence, experience, and understanding gained through formal or informal training". Knowledge sharing is a social activity in which workers freely impart their expertise and insights to colleagues. Rare, unique, and irreplaceable resources are shared since doing so creates more opportunities for individuals and businesses [29]. According to research conducted by Anwar (2017), it was determined that sharing information helps businesses succeed. To stay ahead in today's cutthroat economic climate, many companies now have dedicated "knowledge management" divisions whose mission it is to collect and organize information from a variety of sources, including employees, for the purpose of driving service and product innovation. Because information is a resource, employees should contribute to the company by sharing what they've learned. A good knowledge management system facilitates this process.

Organizational Outcome

According to Al Kashari and Al Taheri (2019), research, dedication serves a twofold purpose: it allows for the free flow of information between workers and their superiors, and it helps managers zero in on workers' areas of improvement. Management's attention to, and investment in, employee happiness ultimately benefits the business. By calculating the monetary benefits of the project's operations, managers and financial professionals are able to direct their attention toward achieving the project's desired outcomes, which include increased profits and stable revenues for the business. Satisfaction and staff dedication, two non-financial characteristics that have a significant effect on the longevity of a business, are given less attention by researchers. Employee dedication is an asset to every outcome-focused business. Keeping up with the competition and boosting organizational profitability requires an awareness of employee attitudes. Organizations should demonstrate their strategic planning ideas and share staff commitments and organizational outcomes, according to researchers. "Careful planning, efficient execution, and dedicated staff can guarantee enormous returns on this investment, to the direct benefit of our communities and stakeholders." (Anwar and Climis, 2017). In spite of Bolisani and Bratianu (2018) claim that human problems

are being overlooked, it is now common knowledge that happy workers produce better results, spark more innovation, and inspire their employers to stick to their mission. However, the poll indicates that management is struggling to improve the organization's performance due to a failure to adequately evaluate the non-financial components of human capital that represent the equilibrium of the workplace and the productivity of the organization. One further thing that can make or break an organization is the dedication of its staff. Employees who are happy and committed to their jobs provide a significant competitive advantage to their employers. Employees that take part in more aspects of the company's operations tend to stay longer, miss less work, and leave the company less often. High-quality organizational results are the end result of such drive and determination (Anwar and Louis, 2017). The term "absorption" is used to describe a state in which one is completely engrossed in their task without giving any thought to the amount of time that they have spent on it. Absorption occurs when an employee is so engrossed in their work that they have trouble tearing themselves away from it. In order to succeed, businesses frequently take workers' salaries into account. When planning for success, businesses should consider more than just the bottom line. Non-monetary elements can improve the success of any company, regardless of size or sector (Ardito et al., 2019).

Employee commitment and organizational outcome

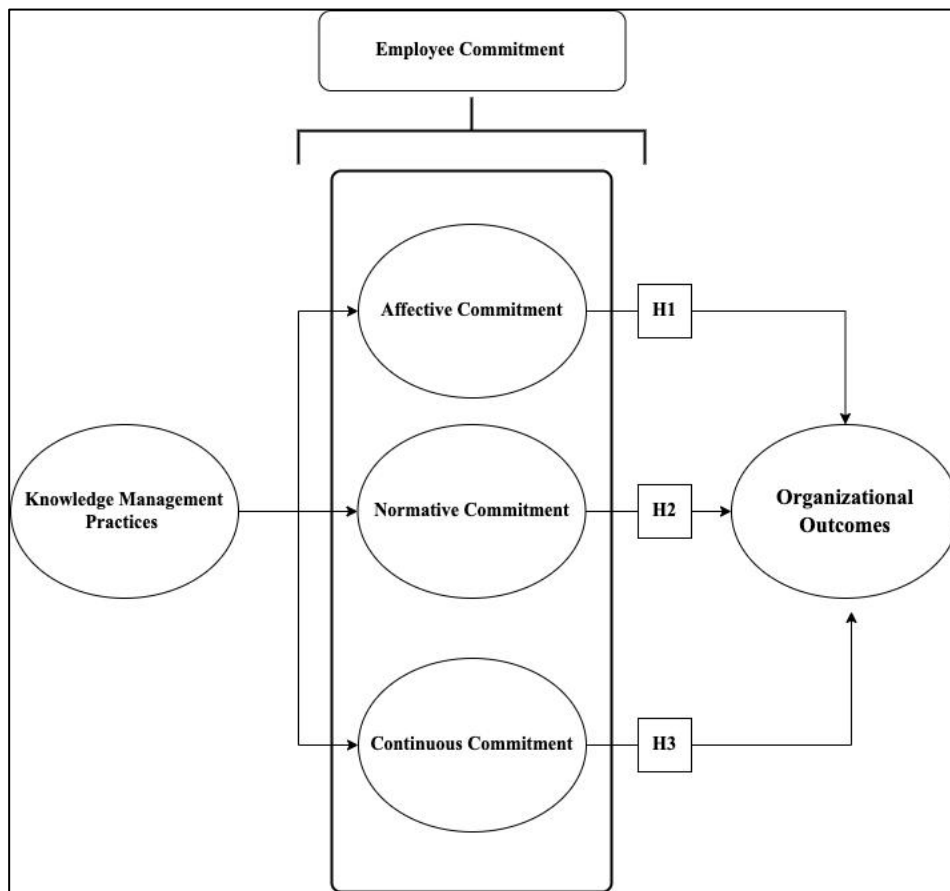
The success of both the individual and the company depends on the level of dedication shown by its staff. Employee performance, business results, and financial outcomes can all be anticipated. Employee commitment has an effect on the organization's output and efficiency, customer outcomes, staff turnover, advocacy, and the culture and reputation of the business (Singh et al., 2021). By blocking out distractions and giving your full attention to the task at hand, you may get more done in less time than usual while facing the least amount of difficulty. Dedicated workers typically outperform their peers and add significantly to an organization's success. Inspiration, excitement, and active participation on the part of workers are at the heart of devotion. A company's success is predicated on its ability to implement employee commitment methods that have been carefully thought out, clearly communicated, and are

actually effective. Many different commitment, impact, and refinement tools have been developed by researchers in an effort to unravel the mystery of employee dedication (Maravilhas and Martins, 2019). Six areas of focus are proposed by Abubakar et al. (2019). Issues of management, distribution, fairness, cohesion, success, and significance. They claim that conversations, the exchange of ideas, and the sharing of opinions are all ways in which employers and workers can acknowledge each other's contributions to a certain project (self-employment) or self-expression. When looking at employee commitment, the vast majority of research has looked at both the factors that affect commitment and the individual and organizational outcomes that are linked to it (Ode and Ayavoo, 2020).

III. METHODOLOGY

This paper aims to measure the influence of knowledge management practices on organizational outcomes with the mediation role of employee commitment at private sectors in Kurdistan region of Iraq. In order to effectively measure the mediation role, the study selected three dimensions of employee commitment which consists of (affective commitment, normative commitment, continuous commitment) as mediators between knowledge management practices and organizational outcomes. The researcher used quantitative research method via using a survey to measure the present research. The questionnaire was distributed randomly among 28 private businesses in Kurdistan region of Iraq. However, the researchers were able to gather 102 completed questionnaires. All items in the questionnaire were evaluated by using five point Likert scale ranging from 1=Strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree to 5= Strongly Agree. After the completion of data gathering, all data were examined by SPSS to analyse the the influence of knowledge management practices on organizational outcomes with the mediation role of employee commitment at private sectors in Kurdistan region of Iraq. In order to effectively measure the mediation role, the study selected three dimensions of employee commitment which consists of (affective commitment, normative commitment, continuous commitment) as mediators between knowledge management practices and organizational outcomes.

IV. RESEARCH MODEL



Research Hypotheses

H1: Affective commitment mediates the relationship between knowledge management practices and organizational outcome.

H2: Normative commitment mediates the relationship between knowledge management practices and organizational outcome.

H3: Continuous commitment mediates the relationship between knowledge management practices and organizational outcome.

Table 1- KMO and Bartlett Sphericity Test of Self-rating Items

Variables	Number of Questions	Sample	KMO	Bartlett test	
				Chi-Square	Sig
Knowledge Management	5	102	.691	1.978	.000
Affective Commitment	5	102			
Normative Commitment	4	102			
Continuous Commitment	6	102			

Organizational Outcome	7	102		
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As we can see in table (1), the result of KMO for all factors including Employee commitment (affective commitment, normative commitment, continuous commitment), knowledge management practice and organizational outcome. It was found that the value of r; is .691 which is higher than .001 this indicates that the sample size utilized

for the present study was more than adequate. Moreover, the result of Chi-Square is 1.978 with the significant level .000. Accordingly, the findings revealed that all variables used to measure the mediation role of employee commitment between knowledge management practices and organizational outcomes found to be significant.

Table 2: Reliability analysis

Variables	Number of Question	Sample	Cronbach's Alpha
Knowledge management	5	102	.739
Affective Commitment	5	102	.778
Normative Commitment	4	102	.725
Continuous Commitment	6	102	.717
Organizational Outcome	7	102	.744

The reliability analysis was conducted to measure the reliability for each variable used to measure the relationship between knowledge management practices and organizational outcome along with the mediation role of employee commitment. The results of reliability analysis were found to be (as seen in table-2), the Cronbach alpha for knowledge management practices was found to be more than 0.7 for five questions (r=.739), the Cronbach alpha for

affective commitment was found to be more than 0.7 for five questions (r=.778), the Cronbach alpha for normative commitment was found to be more than 0.7 for four questions (r=.725), the Cronbach alpha for continuous commitment was found to be more than 0.7 for six questions (r=.717), and lastly the Cronbach alpha for organizational outcome was found to be more than 0.7 for seven questions (r=.744).

Table 3: Correlation Analysis

Variables		(1)	(2)	(3)	(4)	(5)
Knowledge management practices (1)	Pearson Correlation	1				
	Sig. (2tailed)					
	N	102				
Affective Commitment (2)	Pearson Correlation	.601**	1			
	Sig. (2tailed)	.000				
	N	102	102			
Normative Commitment (3)	Pearson Correlation	.629**	.671**	1		

	Sig. (2tailed)	.000	.000			
	N	102	102	102		
Continuous Commitment (4)	Pearson Correlation	.599**	.491**	.601**	1	
	Sig. (2tailed)	.000	.000	.000		
	N	102	102	102	102	
Organizational Outcome (5)	Pearson Correlation	.677**	.573**	.419**	.701**	1
	Sig. (2tailed)	.000	.000	.000	.000	
	N	102	102	102	102	102

** . Correlation is significant at the 0.01 level (2-tailed).

Table 4-Hierarchal Multiple Regression

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.009	.187		2.781	.000
	Affective Commitment	.611	.029	.619	1.978	.000
2	(Constant)	1.103	.112		1.078	.000
	Affective Commitment	.617	.045	.624	1.977	.000
	Knowledge management	.599	.051	.606	1.226	.000

a. Dependent Variable: Organizational Outcome

The current study applied hierarchal multiple regression to analyze the relationship between knowledge management practices and organizational outcome at selected private businesses in Kurdistan region of Iraq. The results showed that the B value between affective commitment and organizational outcome was .611 this indicated that there is a positive and significant relationship between affective

commitment and organizational outcome. On the other hand, it was found that B value between effective commitment and knowledge management to be .599 this indicated that there is a positive and significant relationship between affective commitment and knowledge management.

Table 5: Sobel Test

Input:		Test statistic:	Std. Error:	p-value:
a	.617	Sobel test: 8.91988392	0.04143361	0
b	.599	Aroian test: 8.90623209	0.04149712	0
s _a	.045	Goodman test: 8.93359873	0.04137	0
s _b	.051	Reset all	Calculate	

P-value is significant at level 0.005

Table (5), illustrates the findings of Sobel test to find the mediation analysis, the result demonstrates the direct relationship between technology infrastructure as knowledge management principle and enhanced production at cement manufacture, P-value =.0000 this indicated that there is a significant and positive direct relationship between technology infrastructure as knowledge management principle and enhanced production at cement manufacture. Furthermore, P-value is .000 as indirect relationship between technology infrastructure as knowledge management principle and enhanced production at cement manufacture. Moreover,

the results proved that there is a positive and significant direct and indirect relationship between technology infrastructure as knowledge management principle and enhanced production at cement manufacture, moreover project management improvement program has a positive and significant mediating role between technology infrastructure as knowledge management principle and enhanced production at cement manufacture.

H1: Affective commitment mediates the relationship between knowledge management practices and organizational outcome.

Table 6: Hierarchal Multiple Regression

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.331	.119		1.761	.000
	Normative Commitment	.495	.029	.503	1.671	.000
2	(Constant)	1.178	.191		1.328	.000
	Normative Commitment	.519	.023	.526	1.076	.000
	Knowledge Management	.556	.031	.561	1.912	.000

a. Dependent Variable: Organizational Outcome

The current study applied hierarchal multiple regression to analyze the relationship between knowledge management practices and organizational outcome at selected private businesses in Kurdistan region of Iraq. The results showed that the B value between normative commitment and organizational outcome was .495 this indicated that there is a positive and significant relationship between normative

commitment and organizational outcome. On the other hand, it was found that B value between normative commitment and knowledge management to be .556 this indicated that there is a positive and significant relationship between normative commitment and knowledge management.

Table 7: Sobel Test

Input:		Test statistic:	Std. Error:	p-value:
a	.519	Sobel test: 14.04060815	0.0205521	0
b	.556	Aroian test: 14.03216643	0.02056447	0
s _a	.023	Goodman test: 14.04906512	0.02053973	0
s _b	.031	<input type="button" value="Reset all"/>	<input type="button" value="Calculate"/>	

P-value is significant at level 0.005

Table (7), illustrates the findings of Sobel test to find the mediation analysis, the result demonstrates the direct relationship between Enhanced production at cement manufacture and enhanced production at cement manufacture, P-value =.000 this indicated that there is a significant and positive direct relationship between enhanced production at cement manufacture and enhanced production at cement manufacture. Furthermore, P-value is .000 as indirect relationship between enhanced production at cement manufacture and enhanced production at cement manufacture. Moreover, the results proved that there is a

positive and significant direct and indirect relationship between enhanced production at cement manufacture and enhanced production at cement manufacture, moreover cultural experience has a positive and significant mediating role between Enhanced production at cement manufacture and enhanced production at cement manufacture.

H2: Normative commitment mediates the relationship between knowledge management practices and organizational outcome.

Table 8: Hierarchal Multiple Regression

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.552	.2661		1.365	.000
	Continuous Commitment	.559	.049	.568	1.422	.000
2	(Constant)	1.292	1.221		1.677	.000
	Continuous Commitment	.559	.036	.568	1.291	.000
	Knowledge Management	.543	.061	.551	1.002	.000

a. Dependent Variable: Organizational Outcome

The current study applied hierarchal multiple regression to analyze the relationship between knowledge management practices and organizational outcome at selected private businesses in Kurdistan region of Iraq. The results showed that the B value between continuous commitment and organizational outcome was .559 this indicated that there is a positive and significant relationship between continuous

commitment and organizational outcome. On the other hand, it was found that B value between continuous commitment and knowledge management to be .543 this indicated that there is a positive and significant relationship between continuous commitment and knowledge management.

Table 9: Sobel Test

Input:		Test statistic:	Std. Error:	p-value:
a	.559	Sobel test: 7.72264756	0.03930478	0
b	.543	Aroian test: 7.71062229	0.03936608	0
s _a	.036	Goodman test: 7.73472926	0.03924339	0
s _b	.061	Reset all	Calculate	

P-value is significant at level 0.005

Table (9), illustrates the findings of Sobel test to find the mediation analysis, the result demonstrates the direct relationship between Knowledge management as knowledge management principle and enhance production of cement manufacture, P-value =.000 this indicated that there is a significant and positive direct relationship between Knowledge management as knowledge management principle and enhance production of cement manufacture. Furthermore, P-value is .000 as indirect relationship between Knowledge management as knowledge management principle and enhance production of cement manufacture. Moreover, the results proved that there is a positive and significant direct and indirect relationship between Knowledge management as knowledge management principle and enhance production of cement manufacture, moreover project management improvement program has a positive and significant mediating role between Knowledge management as knowledge management principle and enhance production of cement manufacture.

H3: Continuous commitment mediates the relationship between knowledge management practices and organizational outcome.

V. CONCLUSION

Knowledge management (KM) includes knowledge acquisition, storage, creation, sharing, and implementation. As discussed previously, organizational performance is comprised of crucial elements like productivity, financial performance, staff performance, innovation, work relationships, and customer satisfaction. The research model among SMEs has been conceptualized and made practical by taking these factors into account. Knowledge sharing was shown to have a greater factor loading than other KM practices, while financial success was found to have a larger factor loading than other components of organizational performance. Furthermore, the SMEs' KM practices were found to considerably and favorably affect

the efficiency of the businesses. On the whole, our results suggest that enhancing KM practices can have a major impact on the productivity, financial performance, staff performance, innovation, work relationships, and customer satisfaction of SMEs and hence on their organizational success [25, 26]. Additionally, the findings of this study indicate that KM practices are the key factors in improving SMEs' performance. Knowledge that has been recognized, gained, and stored can then be put to use by SMEs in their investigation of problems and development of solutions, yielding a framework that promotes efficacy and efficiency. Small and medium-sized enterprises (SMEs) in today's fast-paced and complex business environment must constantly seek out, generate, disseminate, store, and apply new knowledge in order to make informed choices that boost their productivity, financial and employee performance, innovation, working relationships, and customer satisfaction. So, in order to improve the results of SMEs, their managers should work hard to create an environment and culture that makes it easy for employees and managers to use the KM practices listed above.

The findings of this study contribute by helping small and medium-sized enterprises (SMEs) gain a deeper understanding of the value of knowledge management (KM) techniques such as knowledge acquisition, storage, creation, sharing, and application in boosting organizational effectiveness. Further, this study shows the significance of KM for better business performance by tying these difficulties to results. The benefits of KM practices in boosting productivity, financial performance, employee performance, creativity, work relationships, and customer happiness should not be lost on the management of small and medium-sized enterprises (SMEs). Knowledge management (KM) executives in SMEs should allocate resources, both internal and external, to effectively apply relevant knowledge. Thus, one of the long-term and strategic benefits of implementing KM best practices is potentially enhanced performance. Managers of SMEs would do well to alter the norms and conditions of the

workplace to encourage the use of knowledge management (KM) methods among workers. Gathering information from customers, suppliers, and other stakeholders is simple for SMEs; organizing it using modern informational technologies or even traditional means is simple; sharing organized knowledge across all levels of an organization is simple; and putting it all together to overcome challenges and improve performance is simple. So, one of the most important things for SME managers to do is to use KM methods as a part of their strategy.

VI. IMPLICATIONS

This research may provide organizational leaders and industry professionals with some food for thought regarding how to encourage innovative work behavior within a business. This exemplifies the significance of putting human resource management strategies into practice in order to accomplish a specific goal. It explains to HR managers how the integration of knowledge management processes may play a vital role in attaining their goals. It instructs the managers of companies in the telecom sector and other companies in this region that are focused on innovation on how to develop high-commitment work systems that have a beneficial influence on knowledge management and inventive work behavior of employees inside the organization. Primarily, it advises organizations in the telecom sector on how they can improve their organizational practices, productivity, and the outcomes of their employees by taking into consideration the role that knowledge management plays in their organizations, encouraging innovative work behaviors, and managing knowledge in the workplace. The management receives fresh information as a result of the fact that HR systems should be created in accordance with the aims of the firm. Alterations to the knowledge management system have the potential to multiply the results and favorably affect the outcomes that are desired by the organization. It offers academics fresh opportunities to investigate or investigate further a certain aspect of research. In addition to the backdrop of the Kurdistan region of Iraq, this study has a great deal of value. This is due to the fact that the majority of organizations in the Kurdistan area of Iraq do not consider knowledge management to be an essential driver for the outcomes of organizations. It can serve as a guide for decision-makers who are employed in organizations in the Kurdistan region of Iraq who are focused on innovation.

VII. LIMITATIONS

Despite the fact that this research contributes to the existing body of knowledge and has a wide range of implications

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for future research, it does have some restrictions. Data collection makes use of non-probability proportional quota sampling followed by convenience sampling due to the ease with which respondents can be reached and the constraints placed on the amount of time available. Because the sample is not collected in a random fashion, this means that not all of the participants will have an equal opportunity to take part in the study. Because of this, the generalizability of the findings and conclusions of this research may be restricted to some degree. Because of time and budget constraints, researchers are only able to examine the telecom providers that are active in a particular region of a country. This can restrict the amount of information that can be gleaned from their findings. In this analysis, only mobile network businesses that represent the telecom sector were taken into consideration; land line and internet service provider networks were not taken into account at all. Due to time constraints, the suggested research is a cross-sectional study. The data from this kind of study may make it harder to draw conclusions about the causes of events.

VIII. FUTURE DIRECTIONS

In further studies, researchers can investigate the impact of a variety of moderating factors on the variables and the related connections that were taken into consideration in this investigation. As a result of the fact that there are probably a great number of other factors that can have an effect on the connection between high-commitment work systems and innovative work behaviors, In addition, researchers have the ability to strengthen the validity of these findings by including a wider variety of control variables in this study, in addition to a wider variety of prospective variables. In addition, a longitudinal study could be carried out in order to achieve results that are both more efficient and dependable. In addition, the practices that were investigated for this study served as a broad representation of the factors that were investigated. According to the culture of the country as well as the setting of the industry, there may be a great number of additional practices or bundles of practices and objects that can be incorporated. In order to generalize and counter-verify the findings of the study, a similar study might be conducted in an industry that prioritizes innovation but is not the SMEs industry.

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