Knowledge management and its role in the innovative performance of the Iraqi Ministry of Youth and Sports

Abstract
The study aimed to determine the role of knowledge management and its dimensions (knowledge creation - knowledge sharing - knowledge application - knowledge storage) in the innovative performance of the Iraqi Ministry of Youth and Sports in terms of connection and influence, as well as defining Levels of awareness, practice, and application of the study variables and their dimensions. To achieve the objectives, two main hypotheses were built. (H1-H2). The study dealt with the youth and sports sector represented by the Iraqi Ministry of Youth and Sports. The target community represented the directors and middle and senior leadership in the ministry with a total of (82) directors and a sample of (77) directors from various formations and levels of the ministry. Data were collected using several methods, including questionnaires, personal interviews, field experience, personal observation, reports, and official statements. To analyze the data, statistical program were used (SPSS_V.26) A set of statistical tools were used to reach the results, the most important of which is (mean - coefficient of variation - Standard deviation - Content validity - Simple linear regression - Pearson correlation coefficient), and one of the most important findings of the study is that there is a positive impact of knowledge management on innovative performance, and the knowledge application dimension was the most closely linked and Influencing innovative performance.

Keywords: knowledge management, innovative performance.

UNDER PEER REVIEW

Introduction

The level of service provision in developing countries has fluctuated significantly, especially in the field of services provided in the areas of youth and sports, as this is due to accelerating environmental pressures and the great difficulty in determining the quality of service provided to young people and predicting what is compatible with their constantly changing aspirations and desires. This adds a burden to the institutions concerned with youth. And sports, especially when that institution is the first body officially responsible for them, and as a result, knowledge, skills, and experience become an indispensable necessity to understand and control those environmental changes and harmonize internal knowledge. Knowledge, as much as it is the basic resource for moving the wheel of strategic and planning management in organizations, but in return, it is considered a hidden resource and is distinguished. It is not tangible, in addition to being a cost with a long-term return. As a result, it requires successful management and organization that contributes to its employment and highlighting it as a resource that can be relied upon in preparing and recalling information that supports the administration's movements and plans to achieve a renewed, innovative and creative performance that contributes to attracting young people and working according to their renewed desires and work. According to updated and innovative methodologies, perhaps the youth and sports sector will continue to engage in renewed challenges as a result of the transformations in the social, economic, environmental, cultural and scientific issues that inspire young people. The youth and sports sector, especially in developing countries, especially Iraq, which is at an important stage in its history, must enter. In the so-called demographic gift, there must be effective management that responds nimbly to environmental changes and relies seriously on knowledge to achieve long-term organizational success and reach

the stage of leadership in performance that focuses on meeting the aspirations of young people and directing them in the right direction, and despite the fact that intellectual and theoretical proposals point to the role Knowledge management practices are effective in achieving renewed performance in the youth sector, but thinking about this aspect does not seem serious in developing countries, especially Iraq, and what has suffered from a delay in the youth and sports sectors is that interest in Iraq has not been realistically directed towards this active sector and the main player in making most economic decisions. Scientific, cultural and sports, and we do not miss mentioning the Corona pandemic and the strategies and cognitive stagnation that emerged from it, which contributed to placing the sectors within unproductive contexts and policies that do not contribute to any progress and, as a result, a decline in overall performance. In order to achieve the scientific methodological structure, the current research was divided into four sections, the first of which reviews the research methodology, the second was devoted to the Theoretical framework, the third section was devoted to the Data analysis and hypothesis testing, and the fourth section came to present the most prominent conclusions and recommendations.

1.Research Methodology

This section explains the context of the research process and highlights understanding the scientific methodology on which the research will be based on it. so, this section reviews the problem of the research, its importance, its objectives, its limitations, data collection techniques, hypotheses, and the research model**.**

1.1 Research problem

Environmental pressures (perhaps the most recent of which is the Corona virus pandemic) have contributed to the crystallization of many concepts and administrative transformations that are followed to confront or adapt to these pressures, such as competitive acceleration and behavioral change, as well as the diversity of the basic and secondary needs of customers, especially young people, as young people have a specificity that distinguishes them in their diversity, multiplicity, and renewal. Their choices and needs are very large due to the high connection with their environmental surroundings and the presence of renewable energy in them, as well as the high knowledge of modern technology. All of this necessitated the necessity of dealing with this class of customers according to exceptional skills, expertise and information based on facts and systems, as the research problem is represented by weak Perception of the Iraqi Director in the Philosophy of Knowledge, its components, management systems, investment methods for it, and method of employing it in a way that is reflected in enhancing innovative performance to implement business models, procedures, and renewed processes that are compatible with available resources and external changes. From the above, in order to clearly review the problem, the following questions will be raised in an attempt to understand more deeply the components of the problem, and as follow:

-To what extent does the Iraqi Ministry of Youth and Sports care about knowledge management?
- What is the level of innovative performance in the Iraqi Ministry of Youth and Sports?
- What is the impact of knowledge management in the Iraqi Ministry of Youth and Sports on innovative performance?
- Does the Ministry practice knowledge management processes in a way that leads to achieving greater performance?

1.2 research importance

The importance of the research lies in three aspects, as follows:

-The scientific (academic) aspect: The proposed relationship and scientific treatment are among the most important aspects of the study, as proving the theory of this study will stimulate the adoption of the study's variables in order to combine them with other administrative scientific

UNDER PEER REVIEW

variables. On the other hand, the presented study will strengthen the scientific library and provide researchers with new philosophies in management.

-The practical aspect: The importance of this study is clear from the fact that it will present proposals that address an important sector that deals with all aspects of life for a specific group of people, namely young people, and thus reflects what is theoretical on the ground in order for the work to proceed in the most complete manner and achieve benefits that benefit all organizations, after Providing scientific and realistic results achieved, as the study will contribute to reaching many results, including positive ones in order to enhance them and negative ones to address them, and as a result the effects appear in the performance, growth and progress of the ministry in the field of research.

-The community aspect: In this aspect, the benefit of the study will be on the community served, as increasing and developing the performance of the researched organization will be reflected in developing its services and finding everything new to offer to the group it serves, especially since the researched organization focuses on a very large segment, which is the youth who represent it. The demographic gift that Iraq is working to invest in its capabilities through the integrated building of the personality of the Iraqi youth.

1.3 research aims

The research objectives can be explained in the following**:**

-Knowing the level of knowledge management application and its operations in the ministry**.**

-Determine the level of innovative performance and its drivers in the ministry**.**

-Determine the impact of knowledge management on innovative performance**.**

-Clarifyingrole of knowledge management processes in innovative performance and determining which process has the highest impact in innovative performance**.**

1.4 search limits

-Objective limits: The current study discussed and examined theoretical propositions and concepts related to the two variables (knowledge management and innovative performance).

-Spatial boundaries: The Iraqi Ministry of Youth and Sports was chosen as a field for the practical application of the current study, which is located in Iraq/Baghdad.

-Time limits: The study was conducted within the period between (9/15/2021) to (9/20/2023), in both its theoretical and practical aspects, while the period for collecting data and information from the Ministry was for a month (May 2023).

1.5 Data collection methods

-Theoretical aspect: Data and information were collected by reviewing local and foreign sources and references. The value of this method was in expanding the researcher's ideas and developing understanding of the variables studied, and thus this contributed to building a knowledge base with scientific and practical foundations based on intellectual propositions for The philosophical and experimental aspects that are discussed in books, scientific dissertations, dissertations, research, periodicals and reports, and therefore this method is considered one of the important ways in understanding the subject of study to address the problem and reach the goals in a more logical.

- Questionnaire: The questionnaire is considered the basic tool in collecting applied data, as the questionnaire was divided into two axes that represented the variables of the study (knowledge management and innovative performance) and the dimensions and items were derived from this variable. measured was by using a five-point Likert scale and based on modern international scales. same as In Table (1).

Table (1) Questionnaire structure

No.	variables	dimensions	items	source
First	knowledge	Knowledge creation	1-6	**(**Al-Ghazi, 2014)

UNDER PEER REVIEW

	management	Knowledge sharing	7-11	(Delshabetal., 2022)
		Knowledge Application	12-17	
		Knowledge storage	18-22	
Second	innovative performance	Organizational learning	23-30	(Malik, 2021)
		Entrepreneurial orientation	31-37	

The validity of the questionnaire was tested in two ways, as follows:

- Apparent validity: The validity of a questionnaire is defined as the ability of the questionnaire in terms of its dimensions and variables to measure what is intended to be measured, meaning that it represents the truth that is about to be reached. Apparent honesty is one of the a priori measures of the validity of the questionnaire, meaning that it precedes the process of distributing questionnaires to ensure that the items express theoretically and statistically the Its content and the measurement to be achieved. This type is done by presenting the questionnaire to a group of specialists in the field of study in order to judge it. The current study's questionnaire was presented to academic professors and field practitioners from different specializations to rationalize the questionnaire. The number of questionnaire evaluators reached (10). Holders of doctorate degrees in various specializations, including (strategic management, knowledge management, public administration, organizational behavior, statistics, and measurement and evaluation). The researchers took into account the amendments and additions suggested by the arbitrators, and the proposed amendments contribute to the questionnaire being in an ideal form that makes the questionnaire measure what it was allocated for.
- Reliability and content validity: Reliability indicates that the data obtained will not change if it is re-collected, as the results will be similar or very close if the questionnaire is distributed and data is collected from the same sample at another time. There are several ways to test The reliability of the questionnaire includes redistributing the questionnaire to the sample, which is one of the good ways to test reliability, but it takes additional time and costs, with the possibility of not reaching some members of the sample. The other method of measuring reliability is (Reliability Test) through the statistical program (SPSS), depending on the level of (Cronbach's Alpha), which expresses the degree of homogeneity in the answers of the researched sample, noting that the acceptance of the Cronbach's alpha coefficient ranges between levels (0.90-0.60), and that a high Cronbach's alpha coefficient above (0.60) means high reliability and validity of the scale. Here it should be noted that the coefficient that More than (0.90) does not necessarily indicate high homogeneity and high reliability. Rather, there may be implicitly repeated dimensions or items that have been answered more than once (Ponterotto& Ruckdeschel, 2007:1004). The Cronbach's alpha reliability test will be conducted at the level of dimensions and variables, as It is shown in Table (2). As for the content validity, it is extracted through the root of reliability (Content Validity √ = Reliability). The results of Table (2) show that the knowledge management variable achieved a reliability level of (90%) and with a content validity rate of (95%). As for the dimensions the variables all achieved an acceptable level of stability, and the highest reliability rate was for the knowledge application dimension (83%). As for the innovative performance variable, its stability rate reached (74%), which is within acceptable limits. As for the content validity, its rate reached (86%), and the dimensions of this variable were It falls within the acceptable limit of reliability and the highest reliability rate was for the organizational learning dimension (73%). It is clear from all the results that the variables and their dimensions all enjoyed a level of acceptability and stability within the acceptable limit and with high content validity, and therefore the data obtained will not change if it is Re-collecting them, in addition to the fact that the paragraphs and dimensions express their content to a large extent, and this is what gives strength to the research in ensuring that its results are as in Table (2).

Table (2) Cronbach's alpha coefficient to measure the reliability of the questionnaire

UNDER PEER REVIEW

No.	variables	dimensions	Cronbach's alpha		Content validity	
1	knowledge management	Knowledge creation	0.80	0.90	**0.89**	0.95
		Knowledge sharing	0.79		**0.88**	
		Knowledge Application	0.83		**0.91**	
		Knowledge storage	0.75		**0.86**	
2	innovative performance	Organizational learning	0.73	0.74	**0.85**	0.86
		Entrepreneurial orientation	0.68		**0.82**	

1.6 Search model

In order to clarify the forward-looking work of the study, its future path, and state the study's hypotheses, below is the research model as in figure (1)

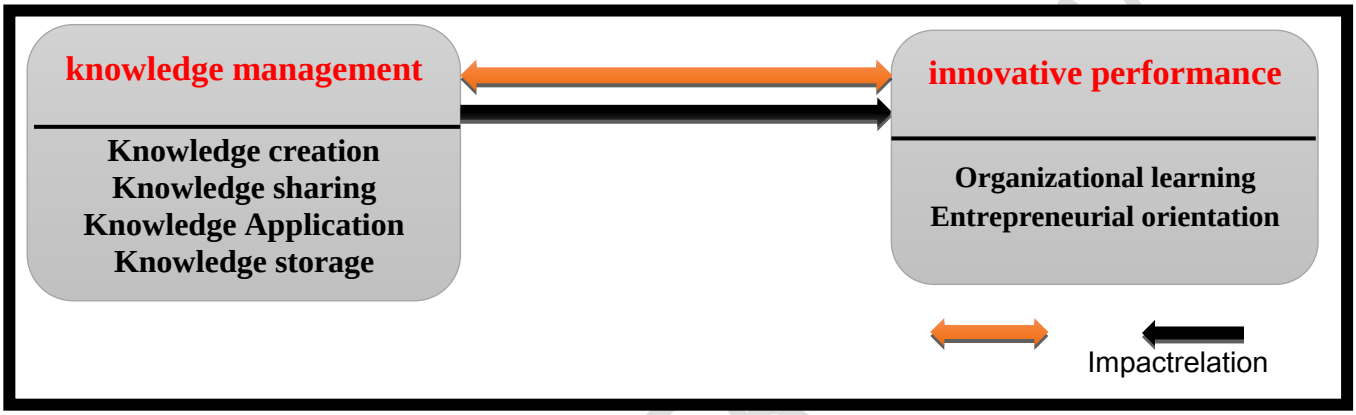

Figure (1) Research model

1.7 Research hypotheses

In order for the research to achieve the objectives that were set previously, the hypotheses shown in Table (3) were formulated.

Table 3: Research hypotheses

No.	hypotheses
H1	There is a direct correlation between knowledge management and innovative performance.
H2	There is a positive effect of knowledge management on innovative performance in the Iraqi Ministry of Youth and Sports.
H2a	There is a positive impact of knowledge creation on the innovative performance of the Iraqi Ministry of Youth and Sports.
H2b	There is a positive impact of knowledge sharing on the innovative performance of the Iraqi Ministry of Youth and Sports
H2c	There is a positive impact of knowledgeApplication on the innovative performance of the Iraqi Ministry of Youth and Sports.
H2d	There is a positive effect of knowledge storage on the innovative performance of the Iraqi Ministry of Youth and Sports.

2.Theoretical framework

2.1 knowledge management

UNDER PEER REVIEW

The Organization for Economic Co-operation and Development (OECD, 2003:12) describes the term knowledge management as the intentional and systematic process or practice of acquiring, capturing, sharing, and using valuable knowledge within the organization to enhance learning and performance. Investment in knowledge management technology aims to support organizational capacity through planned practices. To identify, document, preserve and use the cognitive resources, learning capabilities and competencies that individuals and communities generate and use in professional contexts, and Plessis (2007:3) explains that it is the formalization and access to skill, knowledge and experience that creates new capabilities, encourages superior performance, enables innovation and enhances value to the customer, and perhaps The period of the nineties (the period when the term appeared) was marred by a lot of confusion and opinions. According to (Schlogl, 2005: 9-10), interpreters of knowledge management were divided into two directions. There are those who see it as "information management," and both (Tzortzaki&Mihiotis, 2014: 29) agree with that. Becerra &Sabherwal, 2015:5) This trend focuses on managing data, content, and unstructured technology, as under knowledge management are issues of data bases and warehouses, data maps, directories, knowledge networks, and communication tools. The most important criticism this perspective has faced is the attempt to quantify knowledge, and this is considered impossible. Others They expressed it as a synonym for "management of work practices," arguing that knowledge management is not related to technology, but rather technology is its tool for emergence. This trend understands that knowledge is what a person knows, and this is what will lead us to the internal mental processes of understanding and learning, as the first trend believes that knowledge exists. Outside the mind, while the second trend sees it as an internal element that cannot be managed, and in line with the second trend, which has become the most accepted and widespread, knowledge management means adopting purposeful processes that enable the organization to obtain personal and societal knowledge, and he believes (Bali etal., 2009: 1-2) (Annell & Wu, 2013:6) Knowledge management consists of the coming together of people (nurturing and supporting the environment and culture of employees), process (managing knowledge activities and sharing processes), and technology (techniques and technological tools that assist in knowledge work) to create value from the organization's intangible assets and tangible assets. Knowledge management is crucial in obtaining complete information about organizational resources to invest these resources to achieve added value from the information. This increases the importance of knowledge management because knowledge may exist, but a true understanding of the components and molecules of organizational resources helps to employ and invest them effectively and is thus reflected in Achieving the desired goals. Knowledge management helps organizations understand the value of human assets and enables the organization as a whole to participate in making public policies and directing interests (Alkatheeri, 2018: 15). This is based on the motives of the importance of knowledge management in organizations, the most important of which are extracting lessons learned, avoiding repeating mistakes, and gaining Experience before leaving (Alhamoudi, 2015:162), and (Quarchionietal., 2022:304) stated that knowledge management is the important factor in determining the ability to manage performance and build a long-term strategy at the organization level that ensures internal integration in organizational performance, as for the external level. For the organization, (Audretsch, 2020:373-374) knowledge management is the main channel for the entry of incoming (external) knowledge, not only that, but also its promotion, spread, and employment in all veins of the organization, as knowledge management is the decisive tool for controlling and investing in external knowledge, as it determines how the organization interacts. Knowledge cooperation (internal and external) and the repercussions of the knowledge entering to identify and adopt updated knowledge. Both (Al-Ghazi, 2014) and (Delshabetal., 2022) classify knowledge management into four basic processes, which are:

-Knowledge creation: It is the search, acquisition, and updating of existing knowledge (knowledge, skills, abilities, and experience) or its replacement through the interaction of individuals and organization partners (Liao & Wu, 2009:67), and (Gonzalez- Padron etal., 2010:28) defines it as the activities that It ensures access, acquisition and collection of

UNDER PEER REVIEW

knowledge. (Kör & Maden, 2013:295) adds that creating knowledge enhances the organization's ability to perform its objectives efficiently as well as increasing organizational learning. This is done by acquiring knowledge from within or/and outside the organization. Each member of the organization may be able to The organization transforms existing knowledge into new knowledge and generates new knowledge. The knowledge creation process helps in increasing knowledge in the stock of knowledge available to organizations, updating it, reducing uncertainty, and opening new opportunities to apply and exploit knowledge, thus promoting the creation of innovative results, since innovation requires a concerted effort and experience in identifying existing knowledge. The acquisition of new knowledge increases mainly through the acquisition of knowledge.

-Knowledge sharing: Drucker stated (that the power of information comes from sharing it to be productive and not from hiding it). Knowledge sharing is defined as Knowledge sharing between individuals and between teams, organizational units and organizations. It is the methods and methods that the organization adopts to activate the spread of information and knowledge between organizational units at the level of the organization. And between each organizational unit at the individual level, it is also known as the channel through which solutions and cognitive resources are transferred across employees, teams, units, and organizations through disciplined practices (Chebii, 2018:47), as through this process knowledge, experiences, and skills are transferred between employees so that they become It is easy to access, possess, and learn. The goal of knowledge dissemination is to create systematic procedures that help transfer knowledge in a smooth and flexible manner, both vertically and horizontally, in the organization (Kör & Maden, 2013:295). Exchanging knowledge contributes to reducing the costs (time and money) of seeking and requesting information. It includes the transfer and Knowledge sharing (knowledge, capabilities, and skills) between individuals, groups, or organizations. As a result of disseminating knowledge between parties, the organization's capabilities can improve and basic processes such as problem solving, decision-making, uniqueness, leadership, efficiency, and innovation can increase. Knowledge sharing can be described as the Knowledge sharing of tacit and explicit knowledge between Different parties using different tools, facilitate the achievement of knowledge strategy and increase sustainable organizational performance (Kordabetal., 2020:3-4).

-Knowledge application: It is the process directed towards the use of knowledge (Liao & Wu, 2009:67), and it is also defined (Zaied etal., 2012:28) as the process of actual use of knowledge. The application of knowledge enables organizations to continuously translate their organizational experiences into embodiment It is effective for processes, activities, procedures and services based on knowledge. The application of knowledge is the procedure through which knowledge assets can be transformed into values that are reflected in the organization's technical and administrative processes and procedures in the form of products and services (Al-Ghazi, 2014:13), and (Delshabetal., 2022) believes 3) The application of knowledge represents the organization's ability to use relevant knowledge to improve the services it provides. He adds that the organization's duty is to make knowledge more active and appropriate for the organization in creating value, as the processes of applying knowledge are linked to leveraging and exploiting knowledge, including achieving knowledge leverage, which requires research. About new ways to exploit the organization's integrated knowledge-based resources in many ways and in the largest possible number of competitive arenas. Therefore, the organization's performance depends on the ability to exploit its integrated knowledge resources in order to create and provide products and services to its customers using its organizational capabilities, and this is what the existing theory adopted. On knowledge, which proposed that "the main source of competitive ability lies in the ability to apply knowledge and not the ability to create new knowledge in itself." It is not enough to apply knowledge alone, but rather the necessity of effective application of knowledge in the organization, as it increases its ability to organize knowledge through its use and place. The

UNDER PEER REVIEW

correct form results in reducing mistakes and transforming collective knowledge into opportunities for the organization (Alosaimi, 2016:67).

-Knowledge storage: It is the process of preserving knowledge within the organization and includes material resources as well as non-material resources (Zaied etal., 2012:28, and Gholami etal., 2013:207) believes that knowledge storage includes both flexible or fixed recording and retention of individual and organizational knowledge. In a way that can be easily retrieved, this is done by relying on technical systems such as modern information devices and programs and human processes to identify knowledge in the organization and then to encode and index the knowledge for retrieval, as organizing and retrieving organizational knowledge means storing knowledge by providing the ability to retrieve and use information by individuals, and it includes Organizational knowledge stores knowledge that exists in various component forms, including written documents, structured information stored in electronic databases, codified human knowledge stored in expert systems, documented organizational procedures and processes, and tacit knowledge acquired by individuals and networks of individuals (Novak, 2017:435)**.**

2.2innovative performance

The first glimpse of introducing the concept of innovative performance goes back to the European scientist Schumpeter (1927:1934:1939) when he proposed this in the Economic Development Theory in the year (1934) and published that in the year (1939), as he spoke in his theory of the economic cycle. And entrepreneurship, innovation, and complementarity among them after the economic fluctuations and changes that befell the economy at that time, which urged businessmen to find distinctive and unique ways in their performance in order to overcome these obstacles through leadership and creativity, and creativity is still used as an administrative term to this day, as (Reulink, 2012 : 14) Developing products, whether goods or services, is important for purposeful and non-profit organizations. Innovative performance helps organizations grow and survive, and this is what leads organizations searching for success to activate innovation in their performance. Here it is necessary to distinguish between two aspects of innovative performance. The first is performance. Innovative performance at the product level (which means creating new or improved products) and innovative performance at the process level (which means using new methods of organization, supply, and structure in order to implement and market products). Innovation-based performance means that the organization uses a combination of human, material, and capital resources in an efficient manner. Efficient creates value and thus crystallizes it toward achieving a common goal (Kenfacetal., 2013:13), so (Hagedoorn&Cloodt, 2003:1366) defined innovative performance as the organization's achievements in terms of ideas, designs, business models, devices, products, processes, systems, and new structures. (Gundayetal., 2011: 11) Innovative performance is defined as a complex combination of comprehensive organizational activities and results as a final result of the renewal, improvement and creativity efforts that have been made in processes, products, organizational structure, etc. Innovative performance means securing a sustainable competitive advantage internally and externally from By introducing innovation into production lines, management practices, and production processes in order to survive and compete with other organizations, innovative performance means generating creative ideas repeatedly that creates value at work, while (Wooder & Baker, 2012:15) focuses in their definition on innovative service performance, describing it. It is a combination of improvements and innovations associated with technological developments, business practices and functions, cognitive developments, organizational structures, and marketing, with the aim of raising the level of value of existing services in a gradual manner or creating completely new services in a radical manner. Organizations that choose innovation as an approach to their performance, the starting point is the development, dissemination and definition of innovation in them. The organization Successful ones are those that focus on

UNDER PEER REVIEW

innovation in their activities qualitatively and quantitatively in terms of efficiency and effectiveness, and innovation is required as the direction of the organization to support new and innovative ideas, experimentation and processes that may lead to new products, services or technological processes, as well as reaching creative, non-routine or new solutions to problems and this. It is related to the extent of interest within the organization in the organizational structure, organizational culture, employee behaviors, strategic concepts, and administrative foundations. These elements within the organization are nothing but capabilities that facilitate the organization to focus on its strength and adapt to the external environment ((Halim etal., 2014: 111), while (Trott, 2017: 16) He explained that innovative performance means managing all value activities from the process of generating ideas, developing technology, manufacturing, and marketing a new or improved product, manufacturing process, or modern equipment to reach the best organizational output. (Canh, 2019: 3-4) believes that organizations that have good performance Innovative, it has a competitive advantage that enables it to withstand and overcome non-innovative organizations. Innovative performance enables the organization to achieve economic efficiency, reduce expenses in the long run, increase revenues, and improve employee knowledge through the developed products provided by the organization and new processes that are more useful and valuable than their predecessors, and for performance. The innovative has a clear impact on changing demand in a positive way and the continuity and growth of the organization. (Li etal., 2018: 3) added that innovative performance leads to the creation of ideas and processes that are reflected in a product, structure, policy, strategy, or new solutions to the organization's problems, and thus achieves innovation in the organization. Economic and industrial competitive advantages. As for (Gundayetal., 2011: 9-11), he pointed out that innovative performance brings several advantages to the organization that appear in improving the organization's market and competitive position and maintaining the level of superior performance and organizational growth, through achieving more modern patents and advertising methods. New, developed projects, and updated organizational processes and mechanisms. (Malik, 2021) identifies two dimensions that represent innovative performance:

-Organizational learning: The increasing competition between organizations has forced organizations to devise strategies to improve their performance to gain a competitive advantage, whether internal (performance) or external (market). To achieve this, organizations work to enhance their learning environment. Organizational learning is a transformative process through which various stakeholders contribute through... Their educational experiences, individually and collectively, to achieve organizational goals, and this helps the organization adapt to the changing environment. The organization's ability to learn organizationally is one of the important factors for enhancing innovative performance and its sustainability. In light of the rapid administrative updates and different performance methods, it was necessary to have organizational learning and internal and external understanding to complete work efficiently. and effectiveness (Akhtar etal., 2011:327), and (Jiménez & Valle, 2011,409) defines organizational learning as the process through which the organization develops its ideas and visions to obtain experiences and behaviors that contribute to creating a sustainable competitive advantage and enhancing performance positively. Organizational learning provides organizations with flexibility and speed in moving to change from one situation to another without going through obstacles and problems of changing performance, he added (Abbasi &Miandashti, 2013: 507-508) that organizational learning is a social participatory process in which all administrative levels are committed to understanding and analyzing feedback to bring about the necessary changes that achieve a business model. Integrated, organizational learning (Tibet, 2015: 14-15) is an ongoing process and not a passing event, a temporary potential opportunity, because it is linked to the success and continuity of the organization, while (Bengtsson, 2018:5) explains organizational learning as the process through which stocks and flows of information are managed to increase Business

UNDER PEER REVIEW

performance efficiency (Cabrilo& Dahms, 2020: 841-842) pointed out that learning organizations help them face uncertain business conditions and stay in the competitive line, because it provides new ways of innovation in business performance. Organizational learning expands the knowledge base and creates high rates of business performance. Of efficiency in performance, as the learning outcomes appear in innovative performance. Rather, it is an important resource for innovation and creating a superior organization that can express its learning through its performance and create innovative opportunities to modify work-related mechanisms and procedures through the space it will have to move. On the contrary, the loss of the organization Learning makes its performance and practices traditional and repetitive despite the presence of environmental changes that require change based on learning. Perhaps the most prominent manifestation of the importance of organizational learning (Lyman etal., 2022: 5-6) is the change that organizations resorted to during and after the Corona pandemic (COVID-19). 19), which obligated organizations to behave differently than before the pandemic as a result of the general closure and the noticeable decline in human interaction. Organizations that were sufficiently educated and possessed the five learning mechanisms (interaction, collective thinking, intentional learning, retention, and leadership) were able to adapt to the global change in the rules of competition. Organizational work and maintaining a level of performance enabled it to continue achieving its desired goals.

-Entrepreneurial orientation: The beginning was when (Miller) pointed out in 1983 that an entrepreneurial organization is one that takes risks, maintains a high level of innovation, and has great proactive work, but five years later, specifically in the year 1988, (Covin and Slevin) came. To refine Miller's definition and make it clearer, orientation was defined as the extent to which an organization's senior managers tend to bear and adapt to work-related risks (risk-taking) in order to bring about change and innovation in performance in order to obtain a competitive advantage for the organization (innovation), and to survive and compete. Strongly with other organizations (proactive), and over time many concepts have emerged to explain entrepreneurial orientation, including new products, developed business models, or a comprehensive strategic stance (Bleeker, 2011:4-5). (Voss etal., 2005: 1134) defined entrepreneurial orientation as a strategic behavioral tendency to integrate into performance orientations that have the advantages of risk, innovation, proactiveness, independence, and competitiveness that lead to a change in the organization or market, while (Shan etal., 2016: 384) define it as an integrated strategy. To achieve distinction in internal and external organizational work, and in this concept, there is a kind of comprehensiveness in thinking, and (Kalinic &Brouthers, 2022:2) believe that the entrepreneurial orientation is nothing but a reflection of the administrative trends and philosophies hidden within the interior of senior management and the decision-making practices and processes that they use to draw The organization's strategy. Entrepreneurial orientation is the organizational stance that focuses on innovation as a basis for work and risk as a principle for profit, by exploiting opportunities and understanding the future to create innovative outcomes in organizational performance. Based on the previous definitions, the importance of entrepreneurial orientation is evident in that it is a critical element for enhancing the competitive advantage of organizations as well as Its growth and performance through its proactive moves, logical analysis, and innovative construction of organizational processes. In particular, the literature has emphasized the importance of entrepreneurial orientation in performance and its strong connection with it for strategic integration between them, as well as the fact that it acts as a defense against manifestations of globalization and environmental change (Meekaewkunchornetal., 2021:295).

3.Data analysis and hypothesis testing

3.1 Presenting and analyzing the responses of the research sample and interpreting its results for the knowledge Management variable. In This paragraph will discuss the descriptive results of the variable knowledge management and interpret its statistical and administrative implications. This

UNDER PEER REVIEW

will be through extracting the means and standard deviations for each of the four dimensions that make up the knowledge management variable (knowledge creation, knowledge sharing, knowledge application, knowledge storage). This is done in order to Clarifying the gaps, strengths, and challenges reflected it these results, as follows:

-The Knowledge creation dimension was measured using (6) items (1-6) and as shown in Table (4). The overall mean for the dimension reached (3.45), which is ranked first in terms of importance in measuring the variable, with a standard deviation of (0.66). The results indicate that The Ministry has a good approach to forming, creating and attracting new knowledge and updating existing knowledge through mechanisms, programs, policies and systems that focus and contribute to enhancing knowledge creation. Despite the good result, which falls within the high limit, it is very close to the average limit, and this indicates the presence of some shortcomings in Aspects of the knowledge creation process need to be investigated.

-dimension knowledge sharing it was measured by Paragraphs (7-11) with (5) items. It is clear from Table (4) that the mean for knowledge sharing reached (3.12). It is clear from this that the culture, mechanisms, methods, procedures, and incentives for knowledge sharing within an environment The work varies greatly, as it stands within limits around the middle. This is due to differences in cultural backgrounds and willingness to share knowledge, as well as differences in culture, procedures, and controls followed between departments in order to activate knowledge sharing. There are those who see this as a decisive condition for the diversity of performance skills, and there are those who see it as blatant interference. In the affairs of the specific task of the specific individual, and thus it increases in places and decreases in places, in addition to the individual's capabilities to transfer training and knowledge to his surroundings in a smooth and clear manner. The fluctuating level of knowledge sharing may be due to bearing a great responsibility that does not correspond to giving and sharing knowledge, understanding, and perceptions. As for the standard deviation, it was (0.82).

-The knowledge application dimension was tested through (6) items (12-17), as in Table (4). The results of the analysis showed that mean of the dimension was (3.16), with a standard deviation of (0.77). The results indicate the Ministry's limited ability to employ the knowledge, experience, and skills it possesses to accomplish work, confront circumstances, and exploit opportunities. This may be due to the previously mentioned gaps in knowledge formation, acquisition and sharing, and thus this is reflected in the transfer of knowledge and its use in operations.

-knowledgestorage, the last dimension was measured through (4) items (18-21) as in Table (4). the overall mean for the dimension reached (3.17). This demonstrates the ministry's ability and potential to organize, sort and classify knowledge within electronic or paper containers. With the aim of investing in it at the appropriate time and place, the Ministry, as a result, has a building and foundations for storing knowledge, but it is not up to date or outdated, or the storage mechanisms and storage chain suffer from some gaps that contribute to weak documentation or poor access to knowledge when it is needed, and this depends on the existence of structures. An infrastructure in place in the Ministry to organize, classify, archive and document knowledge.

Table (4) Descriptive statistics for the independent variable (knowledge management)

variable	dimensions	No.	Items	Descriptive statistics	
				mean	Standard deviation
knowledge management	Knowledge creation	1	The Ministry seeks to collect information about the services provided by international youth and sports institutions.	**3.42**	**0.89**
		2	The Ministry collects information from beneficiaries and listens to their opinions about the services provided to them.	**3.33**	**0.92**
		3	The Ministry organizes seminars and training workshops for employees to provide them with knowledge to constantly improve performance.	**4.07**	**0.89**
		4	Management holds meetings with employees to develop work-related ideas.	**3.38**	**0.87**
		5	The Ministry discovers and develops new knowledge from existing	**3.29**	**1.06**

UNDER PEER REVIEW

			knowledge.		
		6	The Ministry has the necessary mechanisms, policies and procedures to obtain knowledge from internal and external sources.	**3.19**	**0.98**
	Dimension Total			**3.45**	**0.66**
	Knowledge sharing	7	The Ministry works to encourage and facilitate the process of transfer and Knowledge sharing between its various departments and divisions.	**3.20**	**1.10**
		8	The Ministry encourages employees to Knowledge sharing among themselves.	**3.15**	**1.19**
		9	The Ministry has an effective mechanism for distributing reports, results and documents among its formations.	**3.20**	**1.08**
		10	Employees have a desire to exchange information, knowledge and skills.	**3.29**	**1.12**
		11	The mechanisms and procedures for transferring and sharing knowledge within the Ministry are very encouraging and motivating.	**2.79**	**1.08**
	Dimension Total			**3.12**	**0.82**
	Knowledge application	12	The Ministry uses knowledge (skills and experience) efficiently in its field of work. The Ministry is interested in modifying and	**3.15**	**1.09**
		13	The Ministry invests available knowledge in solving business problems and making decisions.	**3.12**	**1.05**
		14	The Ministry employs available knowledge to improve the efficiency of its services and operations.	**3.19**	**1.08**
		15	The Ministry employs available knowledge to innovate and develop its services.	**3.18**	**1**
		16	The Ministry works to link available knowledge with expected problems and challenges.	**3.07**	**1.03**
		17	innovating administrative processes based on available knowledge.	**3.23**	**1.05**
	Dimension Total			**3.16**	**0.77**
	Knowledge storage	18	The Ministry has an effective knowledge database.	**3.32**	**0.96**
		19	The Ministry has competence in organizing its knowledge within a database to facilitate its retrieval.	**3.25**	**0.95**
		20	Stored knowledge is classified according to its needs and uses.	**2.98**	**1**
		21	The Ministry has sufficient technological technology to store knowledge effectively.	**3.09**	**1.02**
		22	Ease of access and access to stored information and knowledge that beneficiaries need.	**3.19**	**1.01**
	Dimension Total			**3.17**	**0.69**
variable Total				**3.23**	**0.59**

UNDER PEER REVIEW

3.2 Presenting and analyzing the responses of the research sample and interpreting its results for the innovative performance variable. The current paragraph is devoted to discussing the descriptive results of the dependent variable innovative performance, which consists of two dimensions (organizational learning, entrepreneurial orientation), through which this variable was measured, as shown in Table (5). The results obtained from the statistical program (SPSS) to analysis data and find (mean and Standard deviation), as follows:

Table (5) Descriptive statistics for the variable (innovative performance)

variable	dimensions	No.	Items	Descriptive statistics	
				mean	Standard deviation
	Organizational learning	23	The Ministry practices organizational learning as a priority in performance.	**3.93**	**0.90**
		24	The Ministry encourages its employees to suggest the best methods and mechanisms for performing tasks.	**3.57**	**0.92**

		25	The Ministry enables its employees to discover errors and participate in the reform process to improve performance.	**3.67**	**1.08**
		26	The Ministry keeps pace with administrative updates in completing work.	**3.61**	**0.89**
		27	The Ministry maintains the performance of work in a participatory manner.	**3.62**	**0.96**
		28	The Ministry works to analyze and confront uncertain working conditions.	**3.40**	**1.01**
		29	The Ministry possesses sufficient information to enable it to perform work in an unconventional manner.	**3.61**	**1.02**
		30	The Ministry has sufficient flexibility to amend administrative procedures and processes.	**3.48**	**0.92**
	Dimension Total			**3.61**	**0.57**
	Entrepreneurial orientation	31	The Ministry treats creativity as a need and not a goal to achieve excellence in performance.	**3.58**	**1.15**
		32	The Ministry takes the initiative to implement new ideas quickly and proactively to achieve innovative performance.	**3.51**	**1.07**
		33	The Ministry bears responsibility for implementing change and modification in performance.	**3.55**	**1.03**
		34	The Ministry has sufficient electronic systems to reduce human intervention and errors.	**3.59**	**1.0532**
		35	The Ministry has a clear and specific vision to achieve goals and address crises.	**3.74**	**0.86**
		36	The Ministry takes risks by implementing activities and programs that are of high risk but of greater value to the beneficiaries.	**3.57**	**1.08**
		37	The Ministry encourages its employees to make decisions independently and act proactively.	**3.63**	**1.27**
	Dimension Total			**3.60**	**0.63**
variable Total				**3.61**	**0.47**

-Organizational learning: Through Table (5), it is clear that the mean for this dimension reached (3.61). This indicates that the Ministry has a high level of orientation and conviction towards creating a learning, participatory and highly flexible environment that contributes to creating modernity and development in performing operations at all levels, as it appears Results: The Ministry is highly interested in the basics and pillars of organizational learning as it is the basis for achieving a high administrative and performance structure, relying thus on modernity and continuous development to face challenges and uncertain circumstances.

-Entrepreneurial orientation: This dimension represented (7) items and as shown in Table (5), items (31-37), and the overall arithmetic mean for this vairable was (3.60). This is explained by the fact that the ministry has an entrepreneurial orientation at a level very close to high, and this A good indicator, as the Ministry works according to the foundations of entrepreneurial orientation represented by proactiveness, risk, strategic orientation, responsibility, competitiveness and creativity, as it is clear from the arithmetic mean that the foundations and structures of entrepreneurial orientation exist and are heading in the right direction, but they need to be integrated with modern administrative trends to create a kind of strategic compatibility and integration. Performance in work and implementation of plans. The standard deviation was (0.63), thats mean a high level of homogeneity in one direction in the sample's answers.

3.3 Hypothesis testing

- Testing the hypothesis (H1). the relationship of knowledge management with innovative performance: Hypothesis (H1) stated (There is a direct correlation between knowledge management and innovative performance). From Table (6) it is clear that the correlation between knowledge management and innovative performance was with a factor of (0.672). This means that there is a moderate correlation (and very close to strong) between them, meaning that performance The innovator moves directly with the movement of knowledge management by

UNDER PEER REVIEW

(67%). Therefore, one of the engines of innovative performance is knowledge management in terms of its formation, sharing, application and storage. The more integrated, constructive and effective knowledge management is, the more this achieves proven value in improving leadership, competitiveness and quality in performance in order to achieve success. And development and zero failure in it. Therefore, we accept the hypothesis (H1), which states (There is a direct correlation between knowledge management and innovative performance).

-testing the Hypothesis (H2) The effect of knowledge management on innovative performance: To clarify the role of knowledge management and its impact on innovative performance, the results of the hypothesis (H2) that were reviewed in Table (3) will be discussed. In order to achieve the systematic and practical construction to verify the main hypothesis, the sub-hypotheses must be tested, as follows:

- Testing thesub-hypothesis (H2a) The effect of knowledge creation on innovative performance: It is clear from Table (6) that the amount of correlation between knowledge creation as one of the knowledge managements processes and innovative performance reached (0.499). This indicates the existence of a correlation at a moderate level and of the direct type, and thus the increase in one of them, it is reflected in the other, and this means that there is an interrelation between the procedures and processes of the two variables.

  The calculated value of (F), which reached (24.84), showed that the model was statistically significant in the presence of the effect, with a significance amounting to (0.000). The values of the regression equation in relation to the constant (a) were With an amount of (2.337), this means that innovative performance exists and that the Ministry is working on this, even if the formation of new knowledge does not exist, but with the presence of knowledge formation, attraction and innovation, the change and improvement in it by the amount of one unit is reflected positively by a percentage of (0.356) and the significance of this is the value (β), As for the value of (T) for the effect of knowledge formation, it reached (4.98), which is higher than the tabular value (1.67) and at the level of (sig.) (0.000).

  The level of representation of knowledge formation in innovative performance reached (25%). this what (R^2) value mean, while the value of the variance inflation factor reached (1.54), which is lower than the standard value of (10.00). This indicates that there is no problem of multicollinearity in the dimension of knowledge formation in one Dimensions of knowledge management, and from the results reviewed previously, the hypothesis (H2a) is accepted (There is a positive impact of knowledge creation on the innovative performance of the Iraqi Ministry of Youth and Sports.).

- Testing the sub-hypothesis (H2b): The impact of knowledge sharing on innovative performance: The results shown in Table (6) indicate that the amount of correlation reached (0.540), which indicates the presence of a direct correlation at a moderate level. Between the application of knowledge and innovative performance, meaning that positive change will be reflected in the change in both variables: exchanging and disseminating knowledge among employees has a relationship and connection to achieving leadership at work, continuous learning, and achieving innovative performance. The level of significance (F) was (0.000), which is less than the level of significance (0.05), while the value of (F) was (30.94), and this value is higher than the tabular value (4). These results indicate that the model is significant, statistically significant, and acceptable. As for the linear regression equation, the value of (A) was (2.630). This means that the Ministry practices innovative performance, even if the practice of knowledge sharing does not exist, but the presence of a change in it leads to a change of (0.312) in innovative performance, and this is shown by the result (β). The T-value for cognitive participation was (5.56), which is higher than its tabular value and at a significance level of (0.000). Therefore, these results confirm the existence of a contradiction. In innovative performance through knowledge sharing.

  The amount of variance in innovative performance (R2) reached (29%), and therefore knowledge sharing represents (29%) of innovative performance, which is an important percentage that must be taken into consideration. The results showed that the knowledge

UNDER PEER REVIEW

sharing dimension is free of the problem of diversity. Linearity and its significance are the value (VIF) of (2.03), and based on the previous results we accept the hypothesis (H2b): (There is a positive effect of knowledge sharing on the innovative performance of the Iraqi Ministry of Youth and Sports).

- Testing the sub-hypothesis (H2c) The effect of knowledge application on innovative performance: The results in Table (6) showed that the correlation between knowledge application and innovative performance is direct and at a moderate level, and the importance of this lies in its importance. value. This is indicated by the value (R), which reached (0.629), which is the highest correlation value with innovative performance. Among the dimensions of knowledge management, the importance of the model was statistically significant and significant. This is indicated by the value of (F), which is (49.10), which is higher than the tabular value, and at a significance level of (0.000), which is less than the standard error level. The value of (A) has been included in the slope equation, which is (2.387), which indicates the presence of innovative performance. In the presence of knowledge application, innovative performance increases by (0.386) with the change that occurs in knowledge application, and the indication of this is the beta value. This means that the Ministry invests in applying knowledge as it is the most important process of knowledge management, as it is the process. It is the only one that represents the gain and value from knowledge management, and therefore it is the real and realistic employment of knowledge at work and its reflection in performance, and this is what made it obtain the highest and best results compared to other dimensions. As for knowledge management, the value of (T) was (7.00) and its significance was (0.000), and therefore the results are considered statistically significant in light of the presence of variance attributed to the application of knowledge.

  Finally, the knowledge application does not have the problem of multicollinearity, through the value of (VIF) amounting to (2.63), and based on the above results, the hypothesis (H2c) is accepted: (There is a positive impact of knowledge Application on the innovative performance of the Iraqi Ministry of Youth and Sports).
- Testing the sub-hypothesis (H2d): The effect of knowledge storage on innovative performance: Table (6) shows that the correlation between knowledge storage and innovative performance was (0.473). This is an indication of the existence of a weak direct correlation between them. Therefore, changing innovative performance is linked to changing knowledge storage, and the value reached (F) (21.66) which is higher than the value in standard table at a level of significance (0.000). As a result, the proposed model is a statistically acceptable model with an indication of the presence of an effect. The regression equation, as its results appeared in Table (6), was that the value of the constant (a) (2.585) This means the presence of innovative performance within the ministry's work, and when there is storage, archiving, and documentation of knowledge, this will contribute to supporting innovative performance by (0.322). This is shown by the knowledge storage beta coefficient (β), while the value of (T) corresponding to beta was (4.65) with a significance of (0.000).

  The current dimension does not suffer from multicollinearity with other dimensions in representing knowledge management. This is indicated by the value of (VIF) (1.81), which is lower than (10.00). Based on the above, the hypothesis (H2d) is accepted: (There is a positive effect of knowledge storage on the innovative performance of the Iraqi Ministry of Youth and Sports).

Now the main hypothesis (H2) can be tested, which states (there is a positive, statistically significant effect of knowledge management on innovative performance in the Iraqi Ministry of Youth and Sports). Table (6) shows that the model in its comprehensive form is statistically significant that value (F) (61.59) refers it which is higher than its tabular value and at a level of significance (0.000). Therefore, the error carried by the model is less than the permissible error level of (0.05). The results of the regression equation of the proposed model with respect to the value of the constant (a) amounted to (1.872). This means that the performance of The Ministry is subject to innovative, developed and improved rules and methodologies towards

UNDER PEER REVIEW

achieving the best in the administrative processes and services provided by the Ministry. However, with the introduction of knowledge management as a supportive and supportive administrative concept for innovative performance, a positive change of one unit in knowledge management will be reflected positively by (53%) in innovative performance, this is what the value indicates beta (β), the greater the amount of change the greater the positive change in innovative performance. This means that the investment and successful employment of knowledge and information management will have its impact reflected in the innovative performance of the ministry and thus achieve quality and continuous improvement in performance. In confirmation of this, the significance of the (T) test corresponding to the beta (0.000) which is statistically significant that there is an effect of knowledge management. In addition, the value of (T) was (7.84), which is greater than its standard value.

The coefficient of determination (R^2) reached (0.45), which means that knowledge management represents (45%) of the variance occurring in innovative performance. As a result, and based on what was presented and discussed from the test results, the main hypothesis (H2) can be accepted: (There is a positive effect of knowledge management on innovative performance in the Iraqi Ministry of Youth and Sports).

Table (6) Results of Hypotheses (H1-H2)

Independent variable	Regression coefficient		*R*		F-Test		T-Test		VIF	dependent variable
	a	B			F	Sig.	T	Sig.		
Knowledge creation	2.337	0.356	0.499	0.25	24.84	0.000	4.98	0.000	1.54	innovative performance
Knowledge sharing	2.630	0.312	0.540	0.29	30.94	0.000	5.56	0.000	2.03	
Knowledge Application	2.387	0.386	0.629	0.36	49.10	0.000	7.00	0.000	2.63	
Knowledge storage	2.585	0.322	0.473	0.22	21.66	0.000	4.65	0.000	1.81	
knowledge management	**1.872**	**0.536**	**0.672**	**0.45**	**61.59**	**0.000**	**7.84**	**0.000**		

4.Conclusions and recommendations

4.1 Conclusions

-The Ministry practices knowledge management processes within its work as a supporting process in providing information and understanding to implement goals and draw up plans. The Ministry is somewhat aware of the importance of knowledge management processes in achieving creative results, high performance, and providing high-quality service. Despite this, the Ministry now suffers from Some limitations in knowledge management processes that undermine the integration of other processes, for example the knowledge sharing process, which would waste efforts and not spread knowledge throughout the ministry**.**

-The Ministry is interested in investing internal information to produce advanced knowledge and attracting external knowledge to renew knowledge. The Ministry works to organize scientific seminars, workshops, discussion groups and training courses in order to produce new knowledge for workers by seeking external expertise to enhance the quality and quantity of new knowledge. In addition, the Ministry It passionately follows up on the services and programs undertaken by youth and sports institutions to integrate them into its future services. Despite the presence of this trend in creating and forming knowledge, the Ministry suffers from deficiencies in terms of the mechanisms and systems that the Ministry follows in creating new knowledge, meaning that it works according to its positional systems and mechanisms. It has a limited scope. In addition, there is an average level of listening to the opinions of beneficiaries and customers about the

UNDER PEER REVIEW

services provided to them, and thus there is a lack of knowledge of what the beneficiaries want from services.

-The Ministry depends to some extent on knowledge and information in carrying out its work, as it invests knowledge in making decisions, solving problems, and innovating in administrative processes. In addition, the Ministry makes moderate use of available knowledge to improve its services provided and its internal operations, and the results show a low level of linking knowledge to challenges. The problems are addressed in a situational manner according to available knowledge and not on fixed and organized foundations, which causes the loss of much of the existing understanding, perception, skills and experience and failure to invest in them and link them to reality with the definitions and processes of performance implementation.

-The Ministry has somewhat of an effective knowledge storage base for storing skills, information, experiences, reports, and other knowledge that can be used when needed, and it is organized at a limited level within a database, which undermines the ease and flexibility of its retrieval. In addition, the results show that the stored data is not classified. In an efficient manner that helps link them according to need and use. Finally, the level of technology and technological infrastructure fluctuates in the ministry, which causes a delay in storing knowledge and information in terms of organization and retrieval capabilities.

-The Ministry is moving towards implementing performance in an innovative and creative way by instilling the values of organizational learning in all employees and formations of the Ministry in order to improve operational processes and build mechanisms according to scientific visions and an organized methodology to carry out constantly updated and developed activities and programs. In addition, the Ministry seeks to invest its resources to work according to the Entrepreneurial vision and direction is guided by assuming its responsibilities towards the beneficiaries and striving to develop its operations in line with global reality, as well as adopting standards of creativity and strategic management in planning and implementing its work.

-The Ministry maintains a high level of organizational learning, as the Ministry practices learning and development and investing expertise, skills and experiences in order to support service, administrative and competitive capabilities, which creates sustainable opportunities for the Ministry. This is done by involving expertise and skills in the processes of improving performance, addressing errors and making room for workers in Providing proposals, mechanisms, and best methods for performing tasks. In addition, the Ministry is interested in performing work according to the principle of partnership and work teams to exchange learning that improves performance. Likewise, the results show that the Ministry seeks to identify uncertain conditions in the environment according to the limited capabilities it possesses.

-The Ministry works according to a clear and declared strategic vision that helps it strengthen its leadership position as one of the most important institutions concerned with youth. The Ministry works to grant independence and sufficient powers to its employees and formations to make proactive decisions to achieve opportunities that serve the youth and sports reality in the country. The Ministry also It strives towards creativity in work as an urgent necessity and not a temporary goal. Also, the Ministry has a moderate level of risk in implementing programs, immediate activities and new ideas quickly due to the weak financial capabilities that limit these trends. The results also show that there is a trend towards simple change as it is one of the responsibilities that it fulfills. It is imperative for the Ministry to implement it in order to harmonize and match the renewed internal and external needs.

-Knowledge is managed in the Ministry in a way that makes it contribute to achieving and enhancing innovative performance activities and events, as managing expertise, research, and courses and working to expand the scope of their spread contribute to crystallizing improved performance, whether at the higher or operational levels. Therefore, the correct management of knowledge, preserving it, and demonstrating its value contributes to Developing and supporting new approaches to implementing work and raising the level of evaluation, as well as maintaining organizational innovation and growth.

UNDER PEER REVIEW

-The process of applying knowledge is considered one of the best knowledge management processes practiced by the Ministry, as the Ministry invests in the available knowledge and employs it in the right place in order to enhance organizational learning practices and maintain a high leadership orientation, so that this is reflected in raising the levels of innovative performance in the Ministry.

4.2 recommendations

- Commitment to the realistic and organized implementation of knowledge management according to a scientific methodology based on an evaluation and review of knowledge management processes, especially with regard to the processes of participation and application, as they are the least concerned with the ministry and have the most influence on the presence of knowledge or its absence. In addition, a formation must be added within the ministry's structure. It works under the umbrella of information technology and quality management units to organize knowledge processes and avoid randomness in their management.
-The necessity of activating the role of information technology and technological technology, as well as creating an infrastructure represented by devices and equipment that achieve effective management of the organization. It is necessary for this to be done according to the need in a way that maximizes knowledge resources and avoids sagging and technological lag that makes knowledge management hollow processes with higher costs. Of its returns and value, and to move away from that, it is necessary to conduct a continuous evaluation of knowledge work, diagnose aspects, and build strategies that ensure reliability in the knowledge department.
-Redoubling efforts to achieve the best polarization of knowledge, especially with regard to implicit knowledge, and addressing the challenge of extracting and building it in the minds of individuals, especially senior leadership, to create developed and innovative knowledge, by focusing on quality in implementing workshops, training courses, seminars, and scientific meetings, and not focusing on quantity, because of development. With technology, knowledge has become available to everyone, but the skill lies in how to create and form it in the minds of individuals. The Ministry must adopt a periodic evaluation system for people who have been trained to determine the level of understanding and awareness of the information they have obtained. In addition, a system must be followed for identifying actual and real needs for workshops, courses, and seminars. Linking it to the trainee's work. It is also necessary to intensify the use of expertise in colleges, institutes and development centers with regard to the academic aspect, as well as opening local and international communication channels to transfer successful experiences in the administrative and technical field related to the tasks of the Ministry of Youth and Sports.
-Addressing the delay and weakness in the transfer of knowledge due to weak sharing. This is done by reformulating and organizing the mechanisms and procedures and replacing the ineffective ones. The procedures must be made semi-official and in some cases mandatory to ensure the spread of knowledge. There must also be an inevitability of distributing important information, reports and experiences from By adopting a computer system that ensures transparency, credibility, and flexibility in spreading knowledge on the widest scale, as well as providing in-kind and material rewards to stimulate the motivations that encourage knowledge sharing, as well as providing job security to encourage individuals to share their knowledge without fear of losing their status, roles, and job positions. Finally, it is necessary to The presence of participatory and reciprocal leadership to guide and push individuals and groups to exchange knowledge and avoid hiding it in order to consolidate the values and culture of knowledge sharing.
-Enhancing the investment of knowledge and integrating it within the ministry's executive operations, as it is necessary to rely on reports, information, and the implicit experiences of individuals in solving problems and challenges that arise from the implementation of work. This is done through the use of artificial intelligence through applications that are fed with information, knowledge, experience, and statistics. All updates are made. Through presenting the internal or external problem or challenge to help provide solutions based on updated knowledge, this contributes greatly to linking available knowledge to address existing challenges. The

UNDER PEER REVIEW

Ministry must also invest in global knowledge and adapt it within institutional work to achieve quality in the services provided. It is also necessary Adopting the principle of transferring knowledge within work to ensure that courses, workshops, seminars and meetings of all kinds have a knowledge return that appears in the workplace and is actually applied. This is done by building a system for evaluating the level of knowledge applied to individuals and assigning that to the formation as a whole to ensure that the level of application of knowledge increases on a quarterly basis. Or annual.

-The necessity of building an effective, automated, classified and continuously updated knowledge base according to the priorities and circumstances of the worker. Here, a kind of interconnection and integration must be found between the formation of knowledge and its storage to achieve adequate flow in the movement, use and storage of knowledge. This requires the presence of two technical and material aspects. The technical aspect relates to enhancing Skill in describing and classifying information and storing knowledge in a way that enables it to be easily used again. This is done through training competent and empowered cadres with clear powers and tasks. The physical aspect relates to creating an electronic structure, applications and programs dedicated to storing knowledge.

-Enhancing interest in innovative, developed and creative performance in completing tasks. This is done by activating the role of continuous organizational learning based on talents, experiences and skills, as well as creating a pioneering culture in service provision by building processes according to creative, innovative and innovative models. It is also necessary for the ministry's management to set relevant goals. A high level of challenge to push the formations to adopt innovative policies in achieving the goals.

-The need to make updates to the mechanisms for evaluating and measuring innovative performance, by including aspects of creativity and innovation as one of the important pillars in implementing activities, programs, and operational work.

-It is necessary to understand the ministry's relationship with its internal and external environment and keep up with administrative updates to find some kind of correspondence between them. This is done by opening channels, observing and analyzing data, and benefiting from previous experiences.

-Increasing the ability to listen to the ideas and proposals of employees in completing tasks. This is done in accordance with the principle of transparency by relying on a computer program or application that ensures that ideas are presented and heard from all senior departments in order to crystallize the culture of submitting innovative proposals and activating the principle of participation in creative decision-making, which contributes to reducing Obstacles and addressing challenges because they are in direct contact with the work.

-Achieving a continuous balance between environmental requirements and the Ministry's vision to win the provision of pioneering services to youth. This is done through the Ministry's belief in its responsibility towards the youth segment, paving the way for new opportunities, encouraging new ideas with a proactive dimension, and working to implement them with all seriousness, while granting the authority to employees to apply and implement operational performance in ways Valuable leadership. It is also necessary for the Ministry to build internal competitive capabilities that will help it make optimal use of the available opportunities. The Ministry must also enter into several areas (various programs and activities) as it is primarily responsible for youth and winning and excelling over some other non-constructive institutions, such as spending long periods of time in... Cafes without any development in the personality and status of young people, as the Ministry participates in these institutions in attracting young people and thus the absence of the leadership role of the Ministry. Finally, it is necessary to build pioneering and developed goals that mimic the youth and sports reality.

-Paying attention to knowledge management processes because of their effective role in achieving goals in innovative ways through their role in supporting learning processes and building entrepreneurial advantages that enable the organization to accomplish work according to renewed creative visions free of problems and obstacles. It is also necessary to focus on the process of

UNDER PEER REVIEW

applying knowledge as it is the process. It is most valuable in achieving innovative performance, and this is done through employing and investing knowledge to solve problems, setting goals, and implementing tasks in a way that is reflected in enhancing the overall innovative performance of the Ministry. In addition, it is necessary to build foundations to make cognitive processes flow into the core of innovation and activate the role of research and development as a tool for investing in knowledge.

-The necessity of periodically reviewing and evaluating knowledge management processes, especially after making changes and modifications in its structure and procedures, to determine the changes that occur in the levels of quality, development, and comprehensive innovative performance of the ministry.

-We must work to achieve continuous interaction and integration between knowledge management and strategic agility, because working alone without integration reduces their role in innovative performance.

UNDER PEER REVIEW

Reference

Book

1- Bali, Rajeev Wickramasinghe, Nilmini &Lehaney, Brian (2009), Knowledge management primer, Published by Routledge, New York.

2- Becerra-Fernandez, Irma &Sabherwal, Rajiv (2015), Knowledge management: Systems and processes, 2nd ed., published by Routledge e Taylor & Francis Group, New York.

3- Trott, Paul (2017),Innovation Management and New Product Development, Sixth Edition, published by Pearson Education Limited, London.

Thesis

4- Alkatheeri, Ayman (2018), An Investigative Study on The Relationship Between Organizational Factors and Knowledge Management Effectiveness in UAE Public Organizations: The Case of Abu Dhabi, A thesis submitted in partial fulfilment of the requirements for the degree of PhD, the University of Wolverhampton.

5- Alosaimi, Mansour (2016), The role of knowledge management approaches for enhancing and supporting education, Thesis submitted for the degree of PhD in Management and Business Economics by Sorbonne School of Management / University of Paris 1 Pantheon-Sorbonne.

6- Annell, Johan Wu, Chao (2013), Knowledge management in global teams. A case study at Volvo IT in Sweden and China, Master's Thesis in Department of Technology management and Economics, Chalmers University of Technology.

7- Bengtsson, Ludvig (2018), Improving business performance with organizational learning A case study of factors affecting organizational learning and its relationship with business performance, Master of Science Thesis, KTH Industrial Engineering and Management Industrial Management, Stockholm.

8- Bleeker, Ian (2011), The influence of entrepreneurial orientation on the innovation process: an empirical research on manufacturing SMEs, Master thesis Business Administration, specialization track Innovation & Entrepreneurship University of Twente.

9- Chebii, Milkah (2018), Knowledge Management and Organizational Performance: Case of State Owned Commercial Enterprises in Kenya, Dissertation Submitted to the Chandaria School of Business in Partial Fulfilment of the Requirements for the Degree of Doctor of Business Administration (DBA), United States International University-Africa.

10- Reulink, R. B. J. (2012), Strategic orientation and innovation performance at Dutch manufacturing SME's: The overrated role of Market Orientation and Entrepreneurial Orientation, Master's thesis in Management and Social Sciences, University of Twente.

11- SintsetKenfac, G., Nekoumanesh, S., & Yang, M. (2013), Process Innovation: Impacts on Organization's Performance: A Qualitative Study of Four Swedish Municipalities, Bachelor Thesis, School of Business and Economics, Linnaeus University.

12- Tibet Arığ, Burcu (2015), Predictors of organizational learning capability in primary and secondary schools, thesis submitted in for fulfillment of the requirements for the degree of doctor of philosophy in the department of educational sciences, school of social sciences of middle east technical university.

Journals, research and periodicals

13- Abbasi, E., & Zamani-Miandashti, N. (2013), The role of transformational leadership, organizational culture and organizational learning in improving the performance of Iranian agricultural faculties, Higher Education, Vol.66 Vol.(4), p-p:505-519.

14- Akhtar, S., Arif, A., Rubi, E., & Naveed, S. (2011), Impact of organizational learning on organizational performance: Study of higher education institutes, International journal of academic research, Vol.3 No.(5), p-p:327-331.

15- Alhamoudi, S. (2015), Knowledge Management Strategies in Public Sector-Case Study, China-USA Business Review, Vol.14 No.(3), p-p:159-170.

16- Audretsch, D. B., Belitski, M., Caiazza, R., & Lehmann, E. E. (2020), Knowledge management and entrepreneurship, International Entrepreneurship and Management Journal, Vol.16 No.(2), p-p:373-385.

17- Baron, R. M., & Kenny, D. A. (1986), The moderator–mediator variable distinction in social psychological research: Conceptual, strategic, and statistical considerations, Journal of personality and social psychology, Vol.51, No.(6).

18- Cabrilo, S., & Dahms, S. (2020), The role of multidimensional intellectual capital and organizational learning practices in innovation performance, European Management Review, Vol.17 No.(4), p-p:835-855.

19- Canh, N. T., Liem, N. T., Thu, P. A., & Khuong, N. V. (2019), The impact of innovation on the firm performance and corporate social responsibility of Vietnamese manufacturing firms, Sustainability, Vol.11 No. (13).

20- Delshab, V. Winand, M. Sadeghi, S. Hoeber, L. & Mahmoudian, A. (2022), The impact of knowledge management on performance in nonprofit sports clubs: The mediating role of attitude toward innovation, open innovation, and innovativeness, European Sport Management Quarterly, Vol.22 No.(2), p-p:139-160.

21- Du Plessis, M. (2007), The role of knowledge management in innovation, Journal of knowledge management. Vol.11 No.(4), p-p:20-29.

22- Gholami, M. H., Asli, M. N., Nazari-Shirkouhi, S., &Noruzy, A. (2013), Investigating the influence of knowledge management practices on organizational performance: an empirical study, Acta Polytechnica Hungarica, Vol.10 No.(2), p-p:205-216.

23- Gonzalez- Padron, T. L., Chabowski, B. R., Hult, G. T. M., & Ketchen Jr, D. J. (2010), Knowledge management and balanced scorecard outcomes: exploring the importance of interpretation, learning and internationality. British Journal of Management, Vol.21 No.(4), p-p:967-982.

24- Gunday, G., Ulusoy, G., Kilic, K., &Alpkan, L. (2011), Effects of innovation types on firm performance, International Journal of production economics, Vol.133 No. (2), p-p:662-676.
25- Hagedoorn, J., &Cloodt, M. (2003), Measuring innovative performance: is there an advantage in using multiple indicators?, Research policy, Vol.32 No. (8), p-p:1365-1379.
26- Halim, H. A., Ahmad, N. H., Ramayah, T., & Hanifah, H. (2014), The growth of innovative performance among SMEs: Leveraging on organisational culture and innovative human capital, Journal of Small Business and Entrepreneurship Development, Vol.2 No. (1), p-p:107-125.
27- Jiménez-Jiménez, D., & Sanz-Valle, R. (2011), Innovation, organizational learning, and performance, Journal of business research, Vol.64 No.(4), p-p:408-417.
28- Kalinic, I., &Brouthers, K. D. (2022), Entrepreneurial orientation, export channel selection, and export performance of SMEs, International Business Review, Vol.31 No.(1).
29- Kör, B., & Maden, C. (2013), The relationship between knowledge management and innovation in Turkish service and high-tech firms, International Journal of Business and Social Science, Vol.4 No.(4).
30- Kordab, M., Raudeliūnienė, J., &Meidutė-Kavaliauskienė, I. (2020), Mediating role of knowledge management in the relationship between organizational learning and sustainable organizational performance, Sustainability, Vol.12 No.(23).
31- Li, W., Bhutto, T. A., Nasiri, A. R., Shaikh, H. A., & Samo, F. A. (2018), Organizational innovation: the role of leadership and organizational culture, International Journal of Public Leadership, Vol.14 No. (1), p-p:33-47.
32- Liao, S. H., &Wu, C. C. (2009), The relationship among knowledge management, organizational learning, and organizational performance, International journal of business and management, Vol.4 No. (4), p-p:64-76.
33- Lyman, B., Horton, M. K., & Oman, A. (2022), Organizational learning during COVID- 19: A qualitative study of nurses' experiences, Journal of Nursing Management, Vol.30 No.(1), p-p:4-14.
34- Meekaewkunchorn, N., Szczepańska-Woszczyna, K., Muangmee, C., Kassakorn, N., & Khalid, B. (2021), Entrepreneurial orientation and SME performance: The mediating role of learning orientation, Economics & Sociology, Vol.14 No.(2), p-p:294-312.
35- Novak, A. (2017), Knowledge management and organizational performance–Literature review, In Management Challenges in a Network Economy: MakeLearn and TIIM International Conference, p-p 433-440.
36- OECD, (2003), Measuring Knowledge Management in the Business Sector: First Steps, OECD Publications Service, Paris.
37- Quarchioni, S., Paternostro, S., &Trovarelli, F. (2022), Knowledge management in higher education: A literature review and further research avenues. Knowledge Management Research & Practice, Vol.20 No.(2), p-p:304-319.
38- Schlogl, C. (2005), Information and knowledge management: dimensions and approaches. Information Research: An International Electronic Journal, Vol.10 No.(4).
39- Shan, P., Song, M., & Ju, X. (2016), Entrepreneurial orientation and performance: Is innovation speed a missing link?, Journal of Business Research, Vol.69 No.(2), p-p:683-690.
40- Tzortzaki, A. M., &Mihiotis, A. (2014), A review of knowledge management theory and future directions, Knowledge and Process Management, Vol.21 No.(1), p-p:29-41.
41- Voss, Z.G., Voss, G.B., & Moorman, C. (2005), An empirical examination of the complex relationships between entrepreneurial orientation and stakeholder support, European Journal of Marketing, Vol.39 No.(9/10), p-p:1132–1150.
42- Wooder, S., & Baker, S. (2012), Extracting key lessons in service innovation, Journal of Product Innovation Management, Vol.29 No. (1), p-p:13-20.

43- Zaied, A. N. H., Hussein, G. S., & Hassan, M. M. (2012), The role of knowledge management in enhancing organizational performance, International journal of information engineering and electronic business, Vol.4 No.(5).

UNDER PEER REVIEW