



Article

The Impact of Using Knowledge Management to Improve Competitive Advantage (Review)

Abdul Raheem Y. O. AL Abdiy^{*1}

1. Department of Preparation and Training Waist Education Directorate Wasit, Iraq

* Correspondence: aodhaib@uowasit.edu.iq

Abstract: Knowledge management has become a critical factor for organizations seeking to enhance their competitive edge. By effectively leveraging their accumulated experiences and data, organizations can make informed strategic decisions that ensure long-term sustainability. This research explores the intricate relationship between knowledge management and competitive advantage, emphasizing the impact of this connection and the utilization of untapped resources in building robust competitive capabilities. The study aims to clarify the concepts and objectives of knowledge management, highlight the link between knowledge management and competitive advantage, and focus on the role of knowledge and its organization in improving organizational performance. The study reveals that knowledge management contributes to increased productivity, improved service quality, enhanced knowledge acquisition, and the achievement of a competitive advantage that hinges on exploiting both the tacit and explicit knowledge within organizations. This research advocates for the adoption of effective knowledge management systems that leverage modern technology, foster an organizational culture that promotes knowledge sharing among individuals, and prioritize investments in knowledge to stimulate creativity and drive excellence. The study underscores that organizations that strategically invest in knowledge management are well positioned to attain a sustainable competitive advantage by enhancing efficiency and fostering organizational learning.

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1. Introduction

Knowledge plays a central role in achieving competitive superiority, as it is considered one of the most important intangible assets owned by organizations. Effective knowledge management allows institutions to benefit from their accumulated experiences, analyze their data, and convert them into strategic decisions that guarantee their success in dynamic markets. Knowledge management depends on collecting, organizing, and using information in ways that improve knowledge and productivity, and thus enable organizations to anticipate challenges and respond flexibly to opportunities. Among the most important results of the scientific and technological revolution and the movement of global change is the emergence of a different phenomenon in institutions and the business sector: the increasing relative importance of intangible assets, as they represent a growing percentage of companies and institutions' overall value. These intangible assets consist mainly of one important element: the knowledge that has accumulated in the minds of human resources because of actual work practices and competitor analysis—investments

made by organizations. For this reason, there is real competition between organizations to acquire qualified human resources by seeking intellectual capital, skills, creative ideas, and the insightful and innovative contributions of informed employees, so that this knowledge can be invested in and used optimally. This is called knowledge management, and in today's world, contemporary organizations have become more absorbed in and focused on managing knowledge due to the speed of change and increasing opportunities. This translates into increased pressure from competitors and clients. On the other hand, the uses of knowledge in contemporary organizations include processes, research, and studies in the fields of marketing, production, and management. Knowledge is no longer just a tool in the process of building and developing the competitive capabilities of institutions; it has also become a competitive element in itself. By improving cooperation between work teams and stimulating creativity, institutions can achieve a sustainable competitive advantage that allows them to excel over their competitors and build a solid foundation for future growth. In this context, this article deals with the importance of knowledge management as an essential pillar for improving competitive advantage, with a focus on its strategies, benefits, and affect achieving organizational goals.

1.1. Research problem

The competitive advantage is a key factor in the success of organizations of all kinds, as it constitutes the basis through which strategies are developed. The competitive advantage interacts with a group of factors and variables, which enhances the emergence of the comprehensive strategy of the organization.

In this context, the importance of internal resources, especially the unfinished resources, which constitute the organization's intellectual capital. The implicit knowledge is an essential element to obtain competitive advantages and create value, which makes competition in the era of knowledge not limited to the information that the organizations possess, but also includes the ability to manage this knowledge effectively.

Modern competition requires organizations to be able to introduce knowledge, especially collective and organizational knowledge, to support its long-term competitive advantage. Innovation is also a vital component, as it is closely related to the individual ability to create a new value.

1.2. The importance of the study:

- a. The importance of the topic because providing a new and modern applied study allows the organization to improve its competitive advantage.
- b. A perception of knowledge management with the aim of unifying and coordinating the efforts of material and human elements in line with the control of the era of knowledge and expanding its sectors in order to achieve the competitive advantage.
- c. Perhaps the most important of them is to highlight the leading role of knowledge as a strategic resource to improve competitiveness in a troubled and competitive business environment.

1.3. Study objectives

- a. Facilitating the understanding of the subject of knowledge management by highlighting its concepts and goals, as part of modern scientific concepts in management science.
- b. This study aims to introduce knowledge management, concepts and importance, explaining its impact on improving the competitive advantage.
- c. Clarify the relationship between knowledge management and competitive advantage.
- d. Trying to show the important aspects of the competitive advantage by discussing its concept and its various elements.
- e. Knowing the role of knowledge management in achieving the competitive advantage.

Literature Review

A. Knowledge management

The significant increase in information and its accumulation led to the necessity of organizing it and benefiting from it to achieve the strategic goals of the organization and support decision -making in this era of knowledge, as knowledge has become a strategic resource. It is the most protected element in production and the source from which generation has value and higher achievement. A sustainable competitive advantage that is strongly looking towards the future. Knowledge does not have a specific form, because explicit knowledge is a standard and symbolic knowledge that can be transferred and teaching, while the implicit of knowledge is present in the subjective minds of individuals, which are expressed intuitively and qualitatively.

1. The concept of knowledge management

- a. Knowledge Management is the portal to add or create value by mixing or integrating knowledge elements to create better knowledge groups than they are. It is described as the processes in which information and intellectual resources are converted into high -value resources. Developing the capabilities of individuals and organizations to achieve their goals [1].
- b. As for, it is known as it carries out transparent and technological processes related to the creation, collection, participation and reuse of knowledge with the aim of creating a new value by improving efficiency and individual effectiveness. In addition, cooperation in knowledge and decision –making [2].
- c. Indicated that the idea of knowledge management is not new, but the application of information techniques and tools contributed to facilitating the process of creating and storing knowledge and transferring it [3].

2. The importance of knowledge management

Al -Saadi believes that knowledge management works as a catalyst for the generation of the organization, by strengthening intellectual capital. This is achieved through several mechanisms, including reducing costs, improving customer satisfaction, and developing creativity. Effective knowledge management programs also contribute to achieving a number of competitive advantages, including [4].

- a. Improving revenues: by developing innovative products and services and speeding up their offering on the market.
- b. Expanding operations and reducing costs: by automating operations, reducing duplication, and getting rid of unnecessary operations.
- c. Improving customer service: by providing accurate and fast information, and reducing the time of response to customer requests.
- d. Improving employee retention: by estimating employee contributions and rewarding them for their knowledge and experience.
- e. Promote creativity: by encouraging the exchange of ideas and generating new knowledge.

The knowledge is the basis for creating and preserving the competitive advantage by launching appropriate knowledge tools. Organizations that can raise their level of technology by investing in data will realize the benefits of creating a competitive advantage for themselves.

3. Knowledge management goals

- a. Ensure that knowledge is developing, renewing and identifying it continuously.
- b. Control and monitor operations related to knowledge management.
- c. Generating the necessary and sufficient knowledge, financing knowledge, carrying out education and disseminating knowledge for all parties concerned.
- d. Seeking to find effective leadership capable of building and applying the knowledge management curriculum.

- e. Determine the nature and type of intellectual capital that the organization needs, and then defining and developing it.
- f. Achieving the ability to raise in business markets through intellectual capital [5].

4. Knowledge management operations

There are multiple views of researchers on the concept of knowledge operations:-

- a. We find that defined it as a quarter of operations: creation, storage, memorization, use, and transportation, and emphasized that it organizes, collects, publishes and refines knowledge (and put four basic processes of knowledge: generating, distributing, distributing, applying and storing knowledge [6].
- b. It was also known as a group of integrated and integrated activities that aim to acquire, generate, organize, store, retrieve, spread and apply, with the aim of improving individual and institutional performance and achieving the competitive advantage of the organization [7].

2. Materials and Methods

The methodology of this study follows a qualitative approach, relying on an extensive literature review and analytical synthesis to explore the impact of knowledge management on achieving competitive advantage. The research employs a theoretical framework to examine knowledge management processes, including knowledge acquisition, storage, dissemination, and application, and their role in enhancing organizational efficiency. Secondary data sources such as academic journals, books, and case studies provide insights into the mechanisms through which organizations leverage knowledge to develop sustainable competitive advantages. The study critically reviews various perspectives on knowledge management strategies, emphasizing the interplay between explicit and tacit knowledge in decision-making and innovation. Furthermore, the research adopts a comparative approach, analyzing different organizational models that have successfully implemented knowledge management frameworks. Data triangulation is employed to ensure the validity and reliability of the findings, drawing from multiple authoritative sources to present a comprehensive analysis. The study evaluates the effectiveness of knowledge-sharing cultures, technological advancements in knowledge management systems, and the role of leadership in fostering an environment conducive to innovation. The methodology also considers the socio-economic and technological factors influencing the adoption of knowledge management practices across different industries. By synthesizing theoretical and empirical evidence, this research provides a nuanced understanding of how organizations can optimize knowledge management strategies to strengthen their competitive positions in a dynamic business environment. The findings contribute to the ongoing discourse on strategic knowledge utilization, offering practical implications for businesses seeking to enhance their market performance through structured knowledge management practices.

3. Results and Discussion

4.1. Dimensions of knowledge

To clarify the dimensions and contents of knowledge, it can be seen from the following basic knowledge perspectives [8].

A. The hierarchical perspective:-

The hierarchical sequence begins according to this perspective with data, which is the raw material in its four forms, followed by information. These are the data that has been processed in a way that makes it meaningful, useful and supportive of the administration in decision -making. The third level is the product of information, experience, education and training.

B. The perspective of the symbolized knowledge:-

This perspective is based on its model of knowledge in a standard form, a representative of a set of rules that can be used in knowledge -based systems (expert systems), and focuses on encrypted knowledge in the form of rules. For example, when diagnosing one of the machines used in the factory. As indicated, the symbolic perspective is based on the fact that knowledge is what was interpreted as a symbol of knowledge (that is, the human perspective in the symbols of knowledge is related to the individual, either to remain in his mind as a symbol of implicit knowledge [9]. Also, there are three foundations for knowledge [10].

C. Technological dimension

Examples of this dimension include search engines, collective entity software, databases, intellectual capital management, and distinguished technologies, which all work to solve knowledge management problems in a technological way. Therefore, the organization seeks to excellence in possessing this dimension. Technology for knowledge.

D. The logistical organizational dimension of knowledge

It expresses the way in which knowledge is acquired, controlled, managed, stored, published, improved, doubled and used. This dimension relates to achieving the methods, procedures, facilities and means necessary to assist crisis operations and manage knowledge effectively in order to create a great economic value.

E. Social dimension

This dimension focuses on exchanging knowledge between individuals, building groups of knowledge creators, establishing a society based on the innovations of the creators of knowledge, exchanging and sharing personal experiences, building effective relationships between individuals and establishing a supportive organizational culture.

4.1.2 Knowledge management fields

Focusing to managing knowledge is on several areas, the most important of which is according to [11]:-

- a. The field of knowledge assets that include expertise, dragging, ingenuity and capabilities.
- b. The field of knowledge activities includes obstetrics, construction, transportation, monitoring, use and evaluation.
- c. The field of capabilities and inclinations in the form of the individual's capabilities and tendencies
- d. The organization's field: It includes goals, orientations, strategies, practice, and culture.

4.1.3 Knowledge management strategies

The strategy differs according to the nature of the organization's work and the curriculum that it follows, and the coding of the strategy against the personal strategy within that classification. Two different strategic organizations [12]:

A. The symbolic strategy

The knowledge depot is also called, and aims to collect knowledge of all kinds, interior and external, in the museum documentation system for workers. It is considered one of the most important and most rewarding operations, and it is one of the first reliable ways. To organize initial data and give them a general overview of a number of data and information obtained. It is appreciated by this strategy. Explicit knowledge is measurable and can be transferred to databases and information, and depends on choosing, securing knowledge and transferring databases to reach them if necessary.

B. Personal strategy

This type of strategy focuses on implicit knowledge, that is, knowledge that cannot be blocked in a unified manner, and it is informal because it is interactive in direct relationships between individuals during dialogue and exchanging experiences.

4.2. Competitive advantage

As a result of the developments of information technologies and changes in the business environment, institutions strive to achieve excellence in their services and products compared to their competitors to ensure their position, continuity and leadership in the market, and to keep pace with environmental changes internally and externally.

4.2.1. The concept of competitive advantage

Given the importance that the concept of competitive advantage has acquired, I will review several definitions to clarify this concept from several angles of the competitive advantage is:-

- a. Porter defined it as follows: It mainly arises from the value that the institution can create to its customers, which may take the form of lower prices compared to competitors' prices with equal benefits, or by providing synonymous benefits in the product more than the benefits imposed on prices [13].
- b. As Kotler defines it, it is the organization's ability to work in one way or more of the ways that it cannot currently do or in the future [14].
- c. Some researchers such as (Lind and Andrew) pointed to the internal analysis of the organization, strengths and weaknesses (and the external analysis of opportunities and threats) and pointed to the power as an expression of the competitive advantage [15].
- d. As Nabil Morsi and Khalil knew it, it is an advantage or superiority of the organization that is obtained in the event of competing with some strategic suppliers [16].
- e. Al -Bakri defined it as the ability of the organization to attract or attract customers, build its mental status as an organization or alliances, increase their awareness value and achieve their satisfaction and needs [17].

4.2.2. The importance of the competitive advantage

A major factor contributes to the success of institutions and companies, as it gives it the ability to outperform their competitors in the market and achieve better performance. The importance of the competitive advantage can be summarized in the following points:

- a. Increase the organization's market share.
- b. The importance of the competitive advantage is that it gives organizations the ability to defend their position in the market and maintain their competitive position among its competitors, in addition to improving the organization's capabilities and productive and marketing ability, and enhancing its relations. With clients and improving administrative decisions [18].
- c. The competitive advantage is an essential pillar in the study of strategic management, which made some people synonymous with management [19].
- d. The success of organizations improves the standard of living in any country.
- e. Effective development, penetration of global markets and excellence.
- f. Competitive advantage is an indication of the organization's ability to obtain a leadership position in a very competitive [19].

4.2.3. The goals of the competitive advantage

The Foundation seeks to build a competitive advantage that makes it a distinctive specialization, because in the face of the rapid and successive disorders that the business world lives today, it has become necessary for institutions wishing to remain to have a competitive advantage, saying that the matter is related to moving forward towards a

future that distinguishes it and that the industry has many competitive advantages that It strives to achieve it, and the most important of them is' among them what we find in [20]

The wide openness to others in the sense of traffic from the stage of self -closure to the stage of openness to others (consumers) Ali Soboun is a major component of the institution and who are considered as a bridge that continues between reality and present and also a desirable future, to achieve the advantage of the feature that will increase the number of consumers and then expand its transactions And inform them of various behaviors and clients, and gain them Care is specific to dealing with them and need not only on customers, even on competitors and suppliers.

- a. The density of profit and the pursuit of its achievement. Reinforcement of investment and expansion of its activities, which increases its profits and achieving the distinguished location in the market.
- b. The incursion into the global market and is intended to shift from the local market to covering scientific markets, and this connected to a degree of printing and control of these markets.
- c. Direct viewing of the most important discoveries and scientific research, as institutions aim to shift from searching for a solution to the problem or crisis to excel by discovering the research on unprecedented horizons of science and knowledge, which are the horizons of a Sheikh of new domain fields and the ability to excellence products or institutional services.
- d. The shift from keeping the garment to building wealth and using the methods of activating wealth and diversifying its sources, changing and modifying new forms of it, and converting it from merely a rigid, static wealth, to the Marwah an active and interactive animation that affects the areas and activities of economic interaction, where the making is accumulated, and makes it primitive and structurally structurally And where a state of imbalance is always made between accumulations Return of wealth investment, and between the risks of this investment.

4.2.4. Competitive feature characteristics

Here are the competitive feature characteristics [21]

Organized verification goals in the long run

- a. It seeks to determine according to the changes in the external environment.
- b. It aims to change.
- c. Competitive advantage is based on differences and contrast between the organization and its competitors, not similar.
- d. The ability to respond and adapt to external environmental tweets with goals or developments of the organization's capabilities.

4.2.5. Types of competitive advantage

- A. The lowest cost feature: It means that the organization is able to design, produce and market products at the lowest cost compared to competing organizations, which leads to higher profits (Nama and Al -Shaashi, 2012: 43) "To better achieve this, it is necessary to understand the work of graduates in the organization series, which They consider it an important fear of the cost[22][23]. The price is the primary factor for the competitiveness of organizations. Each organization wants to be better than their competitors are. It must monitor their prices and work to keep them close to competitors' prices less than their competitive costs. Many organizations can be profitable at a low cost, and this is the profit by monitoring the use of the organization's capabilities, monitor the links and relationships between values, as well as monitor communication between the organization's organizations, and evaluate the decision -making process as well. Monitor these activities [24].

- B. Discrimination feature: The organization itself is distinguished from its competitors when it is able to possess unique properties that make customers associate with them. It means the organization's ability to provide a unique and unique product of high value from the consumer point of view, so the organization must understand the potential sources to distinguish the product. Organizations are working to provide unique and different products from other products in the market that meet the customer's desire. They also offer them at some somewhat higher prices than competitors' prices. Thanks to the distinction feature, the organization enjoys the ability to sell all its products in huge numbers despite its relatively high price and guarantee the loyalty of customers to it [25].

4.2. 6. Sources of competitive advantage

The acquisition of the competitive advantages of the institution depends on its various resources and the strengths that enable it to acquire the competitive advantage. Haya is unique to the rest of the institutions in light of the environment, which is characterized by complexity, turmoil and continuous change, which makes these conditions a high impact in the process of building competitive advantages and habits. Sources of the competitive advantage of economic institutions vary and can be limited to two basic types [26]:

- A. External sources It relates to the general external environment and the framework within which the institution operates, as it includes a group of economic, political, demographic and technological factors that affect institutions negatively or positively.
- B. Internal sources Where the resources of the concrete and unfinished organization such as: the basic factors of production, energy, primary resources, distribution channels and assets are linked, the competitive advantage can come from the administrative and developed administrative systems, methods of administrative organization and stimulus methods. Reactions to research, development, creativity and knowledge.

4.3. Enhancing competitive advantage through knowledge management

Competitive advantage is the basis of the organization, if the organization tries to outperform its competitors using knowledge management methods in order to increase benefit, and knowledge management helps control operations and commercial initiatives for those who acquire capabilities and benefits. Availability and allocation of knowledge and knowledge as a resource that can be exploited.

4.3.1. The impact of knowledge management processes on achieving the competitive advantage

Quality is related to the process of diagnosing knowledge, where knowledge that gives added value to its products and services is determined and allowed to know the desires of customers and renew problems that hinder the work of the organization, in more than one of the process of applying knowledge that all problems are solved and provided high -quality products and imperfections according to the customer's desire Recovery and to ensure its loyalty, and the design of a product or service in a way that meets the customer's expectations in terms of features and specifications. And other product functions and service, because production that does not meet these expectations leads to the costs of failure.

The process of generating knowledge and its application contributes to providing various and new products at the required time, as well as its ability to adapt to the fluctuations that occur there through the design of the product and its technical specifications, and to respond to the unique needs of each customer and satisfy, by adjusting the products designs and providing a wide range of products and services The result of changing customer preferences and technological developments in an effective

and efficient way and at the lowest costs. Possible, in addition to the ability to adhere to the dates of delivery because most organizations compete. Based on flexibility, we have the ability to meet demand by producing different economic quantities and costs [[27].

4.3.2. Knowledge management role in achieving competitive advantage

Based on the fact that the benefit comes from human resources and that knowledge is linked to this resource, and that knowledge cannot be imagined without individuals, knowledge management inevitably contributes to analyzing the competitive advantage. This is at least in theory through its operations represented in (generating knowledge, storing it, distributing it, and applying knowledge), because the latter is one of the capabilities available to managers to create a permanent competitive advantage. For example, the generation of knowledge plays a role in achieving the competitive advantage by the interaction of individuals with each other. Others to find solutions to problems expand the professional capabilities of the individual and invest new knowledge and diversification. Knowledge storage helps to achieve competitive advantage by using effective methods of converting knowledge into action plans, which makes the largest amount of knowledge available in organizational memory and facilitates the maintenance of experiences and successful results. The valuable critical knowledge of the organization. A role in spreading knowledge to acquire competitive advantage through the use of internal transportation, application of borders and experiments, organizing conferences and seminars, spreading knowledge that improves performance, supporting individual and group learning, and helping to implement best practices easily. Knowledge application plays a role in achieving the competitive advantage by providing support to field workers during implementation, in addition to using many criteria and monitoring applied knowledge and supporting the application of best practices with the required standards and specifications, and on the other hand, the high accumulation of individual and collective knowledge, apparent and implicit [22]

4.3.3. The relationship of knowledge generation with competitive advantage

The process of generating knowledge means attracting it inside and outside the organization, by converting it into implicit knowledge of workers or by converting it into the principles of knowledge and identifying it with cognitive capital. The process of generating knowledge needs a set of tools and techniques to attract the necessary knowledge and thanks to the use of these tools, the largest possible amount of ideas can be created, to approach the topic to start the topics provided by a group of people interested in the topic, in the short term and from here it is possible to create new more effective methods Among the competitors who use it, where this discovery can be embodied in this field, in other words, as soon as the process of creativity in the concept, which is granted The organization is a certain superiority over its competitors by creating an element of excellence and the superiority of the organization that is placed in a distinguished center that competes and this achieves a competitive advantage by renewing and generating ideas[23].

4.3.4. The relationship of application of knowledge with competitive advantage

The application of knowledge management operations in organizations leads to achieving competitive advantages by enabling the organization to formulate the best and apply the most appropriate competitive strategies for it, based on care and attention to strategic fields of knowledge in which knowledge management becomes a strategic issue and the direct support of the organization's competitive strategy [24].

4. Conclusion

Sustainable competitiveness Knowledge management enables institutions to adapt to rapid changes in the market, develop innovative products and services, and improve operational efficiency constantly, leading to a sustainable competitive advantage in the end.

Better decisions Knowledge management provides accurate and modern data, an analysis of directions, and insightful visions, which helps leaders and workers make enlightened decisions based on reliable information.

Reducing the risk of knowledge loss Knowledge management helps to maintain important experiences and information by documenting and storing them in an organized manner, ensuring the continuity of operations and reduces the negative impact of the loss of competencies.

Promoting organizational learning Encourages knowledge management to exchange knowledge and experiences between employees, documenting the lessons learned, and providing learning and development opportunities, which enhances the culture of continuous learning in the institution.

Improving operational efficiency By providing rapid access to available knowledge, facilitating the participation of experiences, and reducing duplication in efforts, knowledge management contributes to improving operational efficiency, reducing costs and increasing productivity.

Recommendations

- a. Building an integrated framework: It includes a model that merges knowledge management processes with competitive activities, and takes into account the goals of the institution.
- b. Promoting organizational culture: encouraging knowledge and continuous learning, and training employees on the importance of knowledge management.
- c. Encourage cooperation: Building effective channels to exchange knowledge between departments internally and externally.
- d. Focusing on the implicit knowledge: extracting and documenting it.
- e. Ensuring the continuity of knowledge: setting policies and plans to maintain knowledge, especially when the competencies are transferred or retired.

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