

# **Impact of Critical Influential Factors of Knowledge Management and Innovation on UAE Organization Performance**

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## **Abstract**

Although the role in information, growth and communication education is not well known, knowledge management in universities (KM). University programme theory, research and other priorities in advanced education remain relatively confined both inside and beyond the organisational sense. Knowledge must be created, manufactured and distributed. For supervisors, pupils and professors, this has immense consequences. KM's study of higher education institutions allows researchers and specialists to consider the main factors in (and probably external) academia for proper knowledge management results. The goal of this study is to recognize the effect on UAE University Success of Crucial Impact Factors for Information Management and Management. The findings could illustrate that a difficult relationship between variables and actions relevant to the information climate results in a proper application of KM activities and initiatives in the UAE. This study will increase the factors of creativity in knowledge management against the success of UAE public universities.

## **Keywords**

critical influential factors, knowledge management, innovation, organization performance

## **1. Introduction**

In multinational organisations, KM activities are becoming more widespread. It is widely accepted that KM will lead significantly to improved operational efficiency, better quality and efficiency of education, lower costs and enhanced productivity (Martinsons et al, 2017). In order to achieve these or comparable advantages, several companies are trying to introduce new KM activities (Crammond et al, 2018). However, KM is not commonly known or utilised by the HEIs despite the wide-ranging usage of business and industry, primarily because its successful application relies on numerous main variables inside and beyond the education setting (Sahibzada et al, 2019). There is a relative lack of empirical data and theory to guide the concept, cultivation and sharing of

information within and beyond the higher education sector. There is still very limited international evidence for the analysis and evaluation of the best practise in KM application in HEIs, including essential performance factors. For HEI managers, university staff and students, such a ban has major consequences. In fact, the majority of higher education is not driven by KM as promoted by experts in the field of information. Also, organisations using KM have not always adopted the available KM methods, models, procedures and hypotheses closely. There are fewer cases of effective KM implementation, where Nonaka and his colleagues have implemented the 'conversion of information' model (Alshahrani et al, 2018).

There have been a variety of supporting factors found in recent studies in the field of KM these studies, however, employ models and hypotheses of limited potential in higher education for the management, development, and sharing of information. Although it is known that KM is multifactorial, earlier research has aimed to distinguish individual variables. However, the efficient application of information creation and the sharing of innovations in HEIs cannot be seen as a single paradigm or theory. One of the most important theories is Nonaka and colleagues' (1994) theory of the development of organisational information. Performance even in the private institutions is something organizations take seriously in business; it is the trigger of innovation for market dominance. The importance competitiveness in organizations cannot be underestimated because it provides efficiency in job performance and service delivery. As a result of that, the economy of the world is becoming knowledge-based and rapidly becoming economy of knowledge and businesses. These forms of economy have achieved added value and competitive advantage through the transformation operations to materials and objects. These businesses seek to exact an added value out of knowledge processes. Therefore, they have turned into knowledge-based corporate organizations. Their dynamic KC model is based on the presumption that knowledge of a person is made and exchanged through a social exchange between implicit and overt knowledge – what they term conversion of knowledge" through socialisation, externalisation, mixture and internalisation. As the UAE believes in knowledge, the best methods of using it and the application of learning principle with other new technologies and practices available will help every member to innovate effectively, solve problems and explore areas of development. All of this will be used for the sake of investment and will reflect positively on the UAE higher education. Therefore, this study intends to investigate the relationship between knowledge management processes and innovations of UAE universities performance, as today we live in a society of knowledge bases. These bases represent the source of strength for high quality productions because today's world is characterized by changes in markets, products, technology, competitors and organizations. This change occurs rapidly and therefore, there are constant innovations. Knowledge lends power to innovations so that innovations might be important sources for sustainable competitive advantages (Endres et al, 2018). The importance of this study is that it deals with a modern administrative subject that touches on the essence of institutions and organizations work. These institutions operate in an environment of development, change and innovation. Knowledge management is one of the basic means that enable these institutions to reach the stage of excellence in achieving their objectives. Contribute to the development of proposed mechanisms for the development and activation of knowledge management in these institutions. Education institutes are structured to produce and improve innovations. A system has to be incorporated into KM activities and vision in order to better build and communicate information within the educational environment. The principles and importance of KM for their association and individuals seem to have been recognised in some degree by HEIs, but their position in higher education has not been completely realised.

The present thesis is the first empirical and comparative study in two higher education contexts in the UAE on CIFs in KM activities. It aims to determine the element that can encourage successful KMs in the KM universities, particularly in this highly competitive and complex environment, is extremely important for higher education. In order to successfully dump and use the expertise of our workers, education institutions need more than human resources.

"The significance of this study is that the interest in the concept of knowledge management is new, theoretically and practically. In theory, there are not enough Arab studies that deal with it, and there are several terms that deal with the same concept, but from different angles leading to some confusion and generalization in the concept. On the other hand, this concept affects the success of organizations, especially at the present time, where globalization and constant competition between organizations in different areas. In this context, the concept of knowledge management in institutions and organizations as well as the challenges facing them is becoming increasingly important. It requires the application of these important requirements, at the organizing, leadership and technology levels.

## 2. Literature review

Knowledge retrieval refers to those processes that are aimed at searching and access knowledge easily and easily in the shortest time with a view to retrieving and applying them in solving business problems and using them to change or improve business processes. The extent to which knowledge is at the core of knowledge management is based on the ability to retrieve what is known, what has been learned and put it into the knowledge bases. Recovery is achieved through different methods such as the use of artificial intelligence and statistical analysis (Keyser et al, 2015).

#### ■ **Sharing knowledge**

Sharing of knowledge refers to the process by which implicit knowledge and explicit knowledge are communicated to others through communication. Sharing knowledge means the effective transformation of knowledge, that is, the recipient of knowledge can understand it well enough and be able to do it. Sharing knowledge can take its place through both individuals and groups in addition to administrative units within organizations (Said , 2015). The Economic and Social Commission for Western Asia (2004) noted that encouraging knowledge management is an assessment and reward for its employees who share and use knowledge. An example of organizations that motivate their employees is IBM as Lotus department in this corporate gives 25 %, of the total performance rating of its employees engaged in customer service, to sharing information. (Ahmed, 2013). The sharing of knowledge takes place through the use of internal networks and the Internet, which is a link between all employees of different levels of management in the organization. Sharing explicit knowledge is through sharing documents and data through interaction between staff, meetings, e-mail, etc. The implicit knowledge is exchanged through training and direct social interaction. The sharing of knowledge takes place through groups of common interests and interests that are clearly glimpsed in electronic interest groups and forums that bring them together to share ideas and seek innovative solutions.

#### ■ **Updating and sustaining knowledge**

The process of updating and sustaining knowledge focuses on the revision, growth and nutrition of knowledge. The revision focuses on what is going on in knowledge to make it ready for use. The abstract knowledge needs to be re-enriched to be applicable in other areas. Sustenance of knowledge is very important, especially in organizations with high rates of turnover. Knowledge needs to be updated, and the knowledge management system must include the means of updating, adding, modifying and re-patching, and knowledge must be capable of growing and renewing. Figure 1 shows Knowledge Management Processes. It should be emphasized that the preservation of knowledge is vital and very important, especially in organizations that rely on employment or the use of the system of temporary contracts or external consultations (Ali et al, 2011).

#### ■ **Process of monitoring and monitoring of knowledge**

This process contains activities related to the efforts for controlling knowledge management as well as supporting and directing these efforts in a direction that maximizes the role of knowledge management and its impact on performance. The activities of this axis are determined in the light of the vision and objectives of the organization. To achieve the desired success, the organization should adopt a comprehensive integrated approach Knowledge Management approach must be:

- a) Able to provide the organization with the necessary knowledge necessary for development and improvement.
- b) Able to transform knowledge processes to contribute to the improvement, development and delivery of new products.
- c) Capable of verifying the ability of knowledge assets and intellectual capital to achieve managerial leverage and organizational upgrading capabilities.
- d) Able to determine the type and nature of intellectual capital and the knowledge necessary to achieve the organization's mission and objectives and achieve a competitive advantage capable of working successfully in a competitive environment.
- e) Able to adapt cognitive processes and cognitive relationships.
- f) Able to provide the organization with adequate knowledge support to build a solid infrastructure for which the organization achieves its objectives.
- g) Able to provide sufficient and necessary knowledge to achieve effective steering and leadership



Figure 1: Knowledge Management Processes

## 2.2 Factors affecting the development of knowledge management

There are a number of factors behind the development of knowledge management. These factors are divided into:

- External factors: Any organization that carries out its activities and activities within the surrounding external environment has no control over the elements of this environment, and its success is linked to its ability to adapt, respond to and meet its requirements. Figure 2 demonstrates factors affecting the development of knowledge management

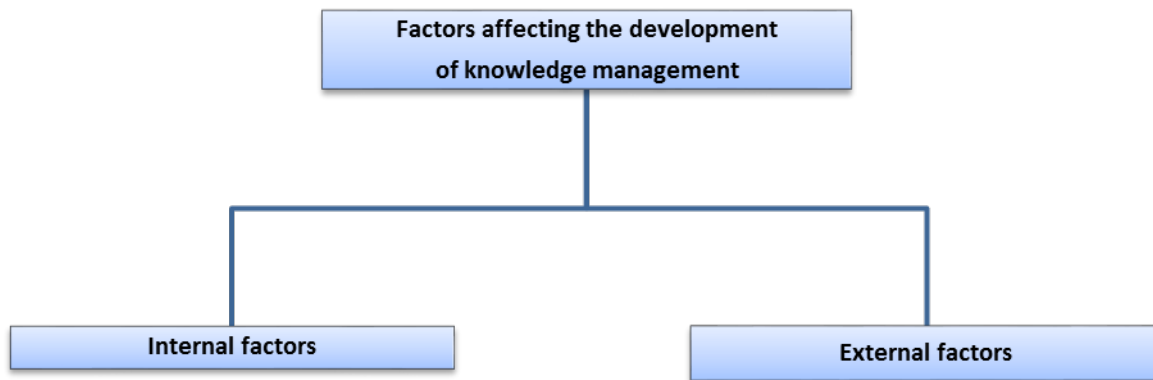


Figure 2: Factors affecting the development of knowledge management

The most important external factors that have a significant impact on knowledge management:

- Globalization of business and international competition: This new reality has created intense competition among organizations so that only the most effective organizations can survive, and here the importance of knowledge management is highlighted.
- Increased sophistication and complexity in the needs and desires of the consumer: With the major developments taking place in the world, consumer's needs and desires are becoming more and more

complex. This enhances the importance of knowledge management to cope with this situation (Shaker et al, 2013).

- Intensified competition: There is a very competitive competition between organizations in the introduction and development of products (goods and services) and the use of state-of-the-art technologies. This requires the building of continuous and rapid learning processes to build competitive and confrontational expertise.
- Increasing the level of sophistication and sophistication in supply processes: Suppliers are striving to keep up with the evolving needs and desires of consumers, increasing competition among organizations, and keeping pace with the globalization of business. Therefore, they constantly develop their capabilities and contribute to innovation to provide the best products. Here, the role of the organization in engaging suppliers in the development of their business, products and sharing knowledge becomes vivid.
- Internal factors: There are several factors within the organization that contribute to the development of knowledge management, among which are:
  - There are bottlenecks in the effectiveness of the organization: The effectiveness of the organization is determined by many factors, including the flow of work and the flow and volume of information. The organization can overcome bottlenecks in its effectiveness by using advanced technologies, advanced logistics systems, better staff, organization of tasks, workflow, etc. This requires clear and effective adoption of knowledge management.
  - Increased technological capabilities: Advanced technological capabilities have contributed to the generating of multiple new approaches to knowledge management. IT and information management have played an essential role.

Understanding cognitive functions: Knowledgeable individuals play an important role in achieving organizational effectiveness

## 2.2 Requirements of Knowledge management implementation

The knowledge management implementation requires the creation of an organizational environment for maximum use of knowledge, so that it is an environment conducive to the effective management of knowledge. Thus, it is possible to store, transfer and implement knowledge management system. Figure 3 highlight requirements of Knowledge management implementation.

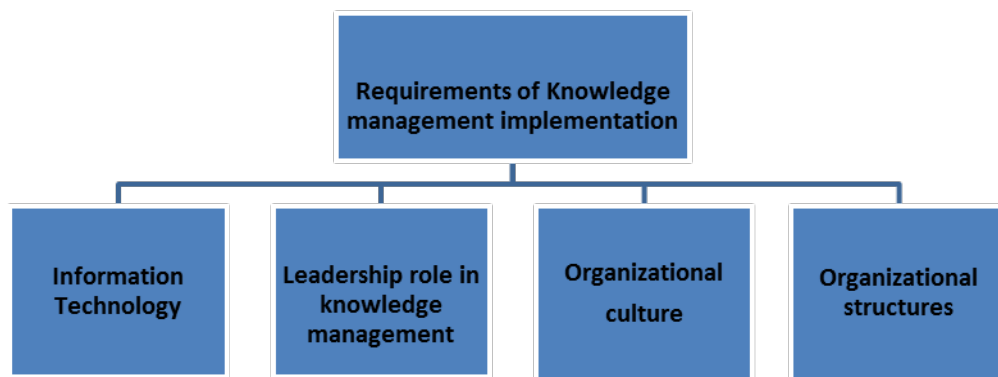


Figure 3: Requirements of Knowledge management implementation

In general, such an environment requires the availability of the following elements: appropriate organizational knowledge management structures, leadership and organizational culture that encourage it as well as information technology. These requirements are explained below:

### 2.2.1 Organizational structures

There is no doubt that the most appropriate organizational structures for knowledge management are those that are flexible, adaptable to the environment, easy to communicate and able to respond rapidly to variables. The job structure depends on specialization and division of labor, according to the jobs distributed. Each individual working in a particular specialization has a direct head, and the senior management is in a strong control of the organization as a whole. This is reflected in the flow of information in the organization. This means that there are no direct relationships among individuals, therefore, the transfer and sharing of knowledge is specific. The same is true of the

multi-division structure, which is a set of separate functional structures but divided by product, customer or geographic location. There is no effective knowledge flow in this structure because there is no direct relationship between workers in different producers or geographic regions or with Different clients. The organization is characterized by a concentration of knowledge in two points: the center and the parties. Each party works separately without direct contact with the other parties, but the parties exchange information through the center. Since the number of organizational levels is limited, the exchange of information between them is rapid, because passing information through the center is fast in its turn. The network or Spiders Web is a separate unit with similar degrees of importance and function, but for each specialization, its work requires continuous interactions and transactions between the units.

It forms a network, which is called a spider web, because the connections between all units is integrated, but at the same time they are not strong. These organizations operate with a minimum of official authority or hierarchies and the role of the center is to collect and store information and knowledge in an effective manner and distribute it to units. So every unit has its own knowledge and their information through the network communication channels between the units can also be exchanged directly with other units. In general, we can say that an asteroid structure works efficiently when there is a need for high knowledge and experience in the parties and branches, where there is a need for communication between the parties to share experiences and where creativity and flexibility are more important than the efficiency of the center and its control over organization. The transformation of an organization into such a reverse organizational structure therefore requires a special system that gradually trains staff on their new roles in order to adapt and understand the changes as the organization grows to another which they have not previously been familiar with, and of course new performance measurement and reward systems so that performance of the workers do not continue to be measured based on traditional performance. In general, the creation of an appropriate climate for the application of organizational knowledge management necessarily requires a shift to the usual management practices that is more in line with knowledge of data age, such as:

- The transformation from hierarchical to multilayered hierarchical structures to more streamlined and hierarchical organizational structures.
- The transformation from central systems that rely on monopolization of knowledge and its concentration in one organizational level to decentralized systems based on a knowledge flow and spread that covers the entire organization and is shared by all in its creation.
- The shift from organizational patterns based on isolated individual work to group work in self-employment teams.

The English company for cars manufacture Rover has established a learning department and has adopted a flexible and horizontal organizational structure that suits the work of a team and the work of each individual with flexibility and independence. The company has been able to transform from a losing company into a global company in five years thanks to its adoption and interest in knowledge. In 1991, National Semiconductor, a technology company, was struggling, with losses of up to \$150 million a year. It was highly centralized and hierarchical. It was a company problem that the information was not traded and shared in Organization. To solve these problems, the new leadership of the company has been decided to focus on knowledge management in the organization. Less than four years later, the company's position has improved significantly, with revenue of \$ 2 billion and a profit of \$ 130 million. One of the striking things that happened during these four years is that the organizational structure of the company has become more horizontal and flexible.

### **2.2.2 Organizational culture**

Organizational culture is the set of values, beliefs and sensations within the organization that prevail among employees such as how individuals deal with each other, the expectations of each individual and the organization, and how they interpret others' behavior. The application of knowledge management in an organization requires that the prevailing cultural values are appropriate and consistent with the principle of continued learning and knowledge management, and that the organizational culture is encouraging team spirit at work. There are factors that help to introduce the concept of knowledge management in the organization and thus represent positive factors for knowledge management in organizations, it is a culture that encourages and encourages teamwork, exchange of ideas and helping others, and exemplifies and exemplifies effective leadership that takes care of the knowledge and factors that help and motivate the adoption of the concept of knowledge management (Wiig,Karl , 2013).

There are also factors that negatively affect the Organization's adoption of knowledge management, and should therefore be eliminated first before attempting to introduce such a concept into the organization, such as the belief that individuals themselves are worthless and that the true meaning of knowledge management is not understood. Here, culture must be developed in local councils or in the organization for which knowledge

management is to be applied. Studies have confirmed that local councils in Australia lack a strong culture of sharing information and knowledge and contributing to their transmission. The process of developing the dominant culture requires the need to talk with the staff of the organizations about the importance of changing this culture, about the extent to which the organization can benefit by disseminating this culture within the institution, and to what extent the organization may lose much of its effectiveness and efficiency in the absence of such a culture. Emphasizing the importance of organizational culture in the application of knowledge management, Rover has established English to establish a vision and beliefs that are commensurate with the focus on learning to share knowledge. Continuous learning and sharing of knowledge has become an important aspect of the organization's culture. 14 The National Semiconductor Company's management has also organized workshops to create and develop an organizational culture that allows sharing of knowledge and learning from others (Riege, 2005).

### **2.2.3 Leadership role in knowledge management**

There is no doubt that leadership is an important element in the adoption and application of knowledge management. The leader is an example for others in continuous learning. Some theories of leadership are more suited to knowledge management than others. For example, Trait Theory, some believe that it does not fit the application of knowledge management. Behavioral theories are more appropriate, while situational theories are more consistent with the desired leadership style for knowledge management. Situational theory depends on the interaction of the personality characteristics of the leader and his behavior, and the factors of the leadership position itself, and believes that the situation itself is of great importance in influencing the process of leadership, because it affects the ability of the commander to accomplish what is required of him, and the most important of these theories. Leaders are no longer described as presidents, but they are described as coordinators, facilitators or coaches. Therefore, the appropriate leader for knowledge management is the leader who has three basic qualities: the ability to explain the vision to others, to set an example for them, and to have the ability to link this vision to more than a single content and within more than a framework of interest to the organization and the organization works through it. Other qualities that a leader must have are: to build a common vision, to communicate and to interact with others in the Organization and to hear their reactions to their vision while assessing, reshaping and developing such a vision, as necessary. The leader must also realize that information received by individuals and leaders is a reflection of facts and data rather than personal conclusions that have no objective basis. In addition, he must consider the organization's concerns as flexible and interactive, rather than rigid and persistent (Said , 2015).

### **2.2.4 Information Technology**

Information technology has played an important role in the development of organizations since the early 1990s by providing timely and appropriate information, supporting and improving the decision-making process, improving and revitalizing the organization's communications traffic. Technology systems that coincide with knowledge management passed through four stages. The first phase began in 1992 was devoted how to use information technology, to prevent the recycling of the wheel, in other words, the beginning of where the others ended and the promise to start from the starting point each time. This phase began around 1992 during which new databases for new projects and databases for the best practices were introduced. The second phase started with a focus on the client. Its goal was to use all of the organization to reach the best ways to serve the customer. Data storage was the focus of all operations, and there was no interaction with the recipient. The third phase lasted from 1999 to 2001, in which the interaction between the recipients of knowledge and knowledge came to being. There became pages on the information network, with the user interacting with them, and there has become e-business, E-business, banking transactions, etc. This phase has led to enthusiasm and a high interest in the concept and management of knowledge.

Browser deployment was the beginning of the emergence of knowledge management systems. These systems are different and diverse. They are not composed of one technology, but are a set of catalogs, information retrieval programs and other programs that address the information to be suitable for its users. This system should serve everyone in the organization of administrators, individuals and consultants, and in some cases customers and observers, knowledge management must be seen as a fixed asset for each organization, and it is not created, manufactured or developed for a particular purpose, but must remain the basis for each organization, bearing in mind that it must meet certain specifications of quality, modernity, generality, inclusiveness, And developments, Ease of use by all employees.

Studies have confirmed that knowledge management systems benefit the organization in achieving better communication in terms of speed, quality, transparency and participation by employees. It also helps to achieve higher efficiency, in terms of less time to solve problems and reduce employment. The use of Electronic Performance Support system leads to greater learning, through performance, individual learning, the generation of new knowledge and the ability to access and store knowledge. With all these functions and possibilities inevitable,

there is a new job with different names in organizations that are concerned with knowledge management, namely Knowledge Manager, Department of Knowledge Manager.

- Disseminate and promote knowledge sharing and continuous learning.
- Design, implement, control and oversee the organization's knowledge infrastructure, requiring high knowledge of IT, as well as organizational relationships.
- Communication between suppliers of external and organized knowledge and information.
- Enjoy a high degree of knowledge of documentation and libraries, and have sufficient experience in areas of re-engineering, modern information technology, and change management and organizational development, because all of the above requires all these specifications. (Amiri, 2014).

### **2.3 Knowledge Management and Organizational Competitiveness**

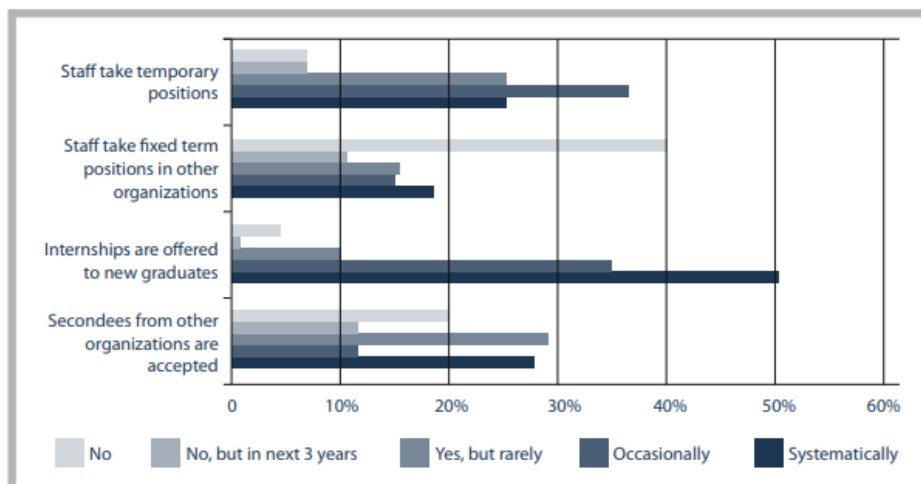
Countries with high uncertainty in economy direction, its organizations ought to go all-out to stay competitive. Competitiveness is seen from the angle of physical assets and financial capital, but in actual pursuit of successful growth and longevity in business where human capital drives organizations' aptitude to learn. For organizations to be competitive, they must develop unique and sustainable set of ideals that reflect management skills, organizational processes and routines that in turn become dear, rare and unease to copy. This resource-based view of competitiveness re-emphasized later by (Drucker, 2002) whom understood that competitive organizations must possess the capacity to move from physical to value-based measures, by implication the organizational performance capabilities turns out towards organizational internal resources. Thus, KM is as the management of intent drives organizational wisdom in making better decisions, increase innovation; enhance performance that ultimately leads to a sustainable competitive positioning. KM improves organization's ability to create new knowledge and help boost knowledge transfer, thereby enhancing competitiveness of government institutions via sustained dynamic processes (Bogner and Bansal, 2007; Raadschelders, 2005). However, despite extensive review, the literature appears to have failed to address the type of competitive practices that could occur through KM.

#### **2.3.1 Knowledge Management in the UAE**

Knowledge management is the current trend and strategy adopted by organizations globally for sustainable performance. Various researchers (Riege, 2005) are of the view that organization's knowledge asset is considered as the major basis of its wealth and key to success in the current competitive business environment. Thus, the regard for the field of KM has gained acceptability across both the public and private sectors in many Middle Eastern countries. Among the whole Arab region, UAE has been placed at the top of the knowledge index and knowledge economy, Bahrain was ranked first in terms of education quality and indicators of mentorship, and Qatar was ranked as the most competitive Arab nation for economic incentives (Kassab, 2016). Governments have invested a lot in building human capital and knowledge resources by educating its people, conducting research, and training. Despite the investment in human capital (education, research and capacity), recent studies in the UAE put forward that there has been low return in terms of developing and transferring knowledge as well as better performance. In a study conducted by Al-Yahya (2009) shows that knowledge underutilization prevails in the public sector across Saudi Arabia, Oman, and UAE with 47%, 45% and 42% levels of underutilization respectively. Table 1 shows flexibility of Staff in UAE Public Sector.

Table 1: Flexibility of Staff in UAE Public Sector





Source: (Biyagautane et al, 2011)

The poor level of utilization indicates that nearly half of the accessible skill and knowledge resources are not properly employed for achieving organizational competitiveness. However, this trend is so particular with the indigenes, as they are the major workforce of the public-sector institutes. On the other hand, experts and talented expatriate's troops into the GCC countries to build the basic infrastructure. These sources of knowledge often exist in the local markets along with the experiences and knowledge they had gained over the years; leading to considerable loss for local organizations. Studies have shown the trend of knowledge loss as a result of expatriates exit from UAE. The survey carried on government institutions in Dubai by Biyagautane et al, (2011) indicates that 24% and 37% of responding institutions shows that often time they hire staff on part time/temporary basis. The findings further indicated that 50% of the surveyed organizations systematically offer internships to new graduates, only 27% have seconds from other organizations working for them. The risk under this kind of situation is that such organizations stand the chance of losing experts and by extension, knowledge would be lost. Consequently, there would be no motivation to share and transfer knowledge. This by implication may mean poor commitment by the staff because they know that their days are numbered. In essence, these are some of the main factors that motivate employees to be agents of KM programs success (Biyagautane et al, 2011). Again, the UAE public sector is found to be engaging more international consultants in developmental projects, to which they represent 49% of the total temporary employment in Dubai. Another related study assessing knowledge-oriented management in the UAE has revealed that 129 organizations that participated in the study, identifying the knowledge management practices in the industrial sector (Kassab, 2016). The result points out that respondents believed that the level of knowledge management, in terms of management perception, firm's attitudes, firm's mission and vision, firm's system and human resources, were more challenging than other indicators. The authors have proposed that industrial companies were managing knowledge as a way of doing business and approaching the organizational objectives.

## 2.4 The Role of Knowledge Management in UAE

This section provides insights into the realized role and impacts of KM in Dubai's public sector. As observed earlier, improving work effectiveness, efficiency and productivity was the most imperative goal behind instituting KM programs in UAE public sector institutions. Specifically, the authors capitalized on certain roles expected to be played by KM in the socio-economic development in the UAE, they are as follows:

- Protecting the UAE organizations from loss of knowledge due to departure or exit of talented staff and identifying strategic knowledge currently at hand.
- With respect to the goal of identifying and protecting the knowledge residing within the organization.
- Improving policy making and facilitating informed decisions.
- Rapid release of knowledge and elimination of duplication of assigned tasks among government organizations and agencies.
- Capturing and sharing tacit knowledge among staff
- Improving the sharing of knowledge with external organizations was among the top expectations of the current KM project in UAE.
- Strengthening the society's intellectual capacities and developing a knowledge- competitive work force

However most of the expectations from KM implementation in UAE as pointed above were seem to be feasible, in the sense that majority of are achievable and others are unrealistic in true sense of organizational undertakings. These assertions were proven by a survey carried out by Biyagautane et al (2011) show how the implementation of KM was achieved. Below chart diagram demonstrates the levels of such implementation, as very successful, fairly successful, unsuccessful and not successful at all. The chart clearly indicated that only 11% of respondents considered their programs to be very successful, with 49% indicating that they were fairly successful and 38% unsuccessful. Figure 4 shows Level of KM Program implementation in UAE Public Sector.

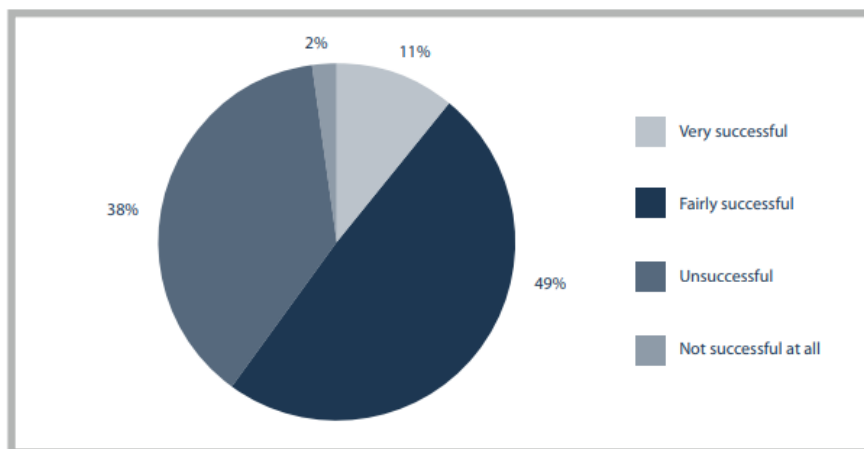


Figure 4: Level of KM Program implementation in UAE Public Sector  
Source: Biyagautane & Al-Yahya (2011b)

The trend of using, KM in educational institutions is also prevailing in the developing world. New methods for improving teaching, research, administration, and strategic planning have been created and KM has been successfully applied within various sections and departments. The Knowledge Management is an emerging concept in UAE. Many new KM initiatives have been taken by the Government of UAE. The remarkable example is of "Knowledge Economic City" (KEC) project at Madinah. The KEC is aimed to serve Saudi Arabia's economic diversification strategy and reviving Madinah's role as a center for the Islamic knowledge, a global knowledge and culture center. Through this project, the Saudi government aims to enhance the quality of life and economic prosperity in the region .

So, if businesses need to enhance their performance they ought to improve information administration exercises inside of the association which will bring about upgrade of development capacity of a firm and in addition performance. Without information administration associations are continually rethinking the wheel while learning administration guarantees that associations influence their current learning resources for be imaginative and market pioneer". From another perspective, the research framework is based on "factor analysis" and is concentrated on the extraction and the identification of critical factors affecting the adoption of KM and its influence on innovation performance. With factor analysis, future and further studies can take place in using the data, first to identify the separate factors of the structure, and then to determine the extent to which each variable is explained by each factor. Once these factors and the explanation of each variable are determined, a correlation analysis can be run in order to measure the relation between the two main determinants of the research: Knowledge Management and Innovation Performance. The goal is to find if and in which magnitude the CSF of KM are related to Innovation Performance. Finally, this article makes a contribution in providing a single CSF Model that can be considered for the companies when implementing KM. The importance in understanding how organizations create new knowledge and the way this knowledge is managed is also quite important. A more fundamental need is to understand how knowledge enhances innovation in the organizations. This On this basis, several hypotheses are formulated in order to validate the CSF model proposed in this research. The study made attempt to appraise relevant empirical studies that had found these factors to have a causal effect of Knowledge Management and Innovation on organization performance. The framework formulated in this study believed that any government programme geared towards eradicating Knowledge Management and Innovation in educational institutions.

## 2.5 Adopted frameworks in this research

As a matter of fact, the literature reviewed indicated that there is no definite or suitable conceptual framework for evaluating the factors that influence of Knowledge Management and Innovation on organization performance. Nevertheless, as this study moves toward realism, use of the logical framework is imperative. Such a framework needs to show the effects of influential factors related to of Knowledge Management and Innovation on organization performance variables. As there was no exact model in the literature the evaluated integrated of Knowledge Management and Innovation on organization performance in educational institution in particular. Development of this study conceptual framework requires conceptualising the model. To address this need, a conceptual framework was developed in Figure 5 based on the of dimension of the Knowledge Management and Innovation on organization performance. This is adopted because the study utilises a realistic approach, which is objective-oriented. The use of realistic evaluation was necessary as the conceptual framework is based on logical reasoning and its influence on organization performance.

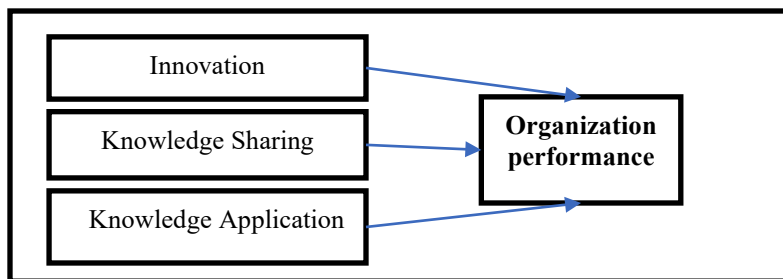


Figure 5: Research Framework

In the diagram also, the lines linking the variables shows the five main hypotheses of the study. Below are the hypotheses postulated in this study. H1: There is a substantial and direct effect between innovation and organization performance. H2: There is a substantial and direct effect between knowledge sharing and organization performance. H3: There is a substantial and direct effect between Knowledge Application and organization performance.

## 2.6 Conclusion

In the higher education institutions, knowledge management (KM) is not well understood despite its position in knowledge creation, development and communication (HEIs). The philosophy and study of the curriculum of universities and others in advanced education in and without the operational context is comparatively limited. It defines, produces and communicates knowledge. Information. This has crucial implications for their managers, students and instructors. The KM thesis on HEIs helps researchers and specialists to consider key factors of sound KM performance in (and potentially beyond) academia. The objective of this research is to identify the impact on UAE University Performance of critical influential knowledge and innovative management factors. The results are expected to demonstrate that a complex interplay of the factors and behaviours related to the knowledge environment results in the proper implementation of KM practices and initiatives in the UAE. The expected impact on the performance of the public universities of the UAE could increase the factors of knowledge management innovation.

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