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## **SURVEY THE ROLE OF KNOWLEDGE MANAGEMENT ON THE CREATIVITY AND INNOVATION TO CREATE SUSTAINABLE COMPETITIVE ADVANTAGE FOR ORGANIZATIONS**

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### **ABSTRACT**

In the present era of globalization, organizations are constantly and inevitably undergo rapid changes in technology, information and communication requirements. An era in which the economy has moved towards a knowledge-based economy and its intellectual structure is full of depth to give organizations information and contributions to the creative and knowledge-oriented human resources rather than performance human resource. Today, organizations are more important to understand, adaptability and change management environment are made and the acquisition and use of knowledge and daily information in order to provide better services and produce better products to compete with each other. In recent years, knowledge management is a critical issue has been discussed in the literature business. Both scientific and business communities believe that organizations with power of knowledge can maintain their long-term advantages in competitive arena. Conscious Managers effort to put knowledge management, creativity and innovation as an imperative strategy in order to be pioneer in the field of competitiveness among their priority programs. Knowledge management focuses on the identification and extraction of the systematic approach. Stimulating creativity, organization and allocate appropriate time for creative thinking training methods to the personnel is a critical issue. Therefore, in the current era knowledge management along with the creativity and innovation can boost the competitive power of organizations.

**Keywords:** *knowledge Management, Innovation, Creativity, Competition*

### **INTRODUCTION**

Today, organizations are successful and can survive in the competitive world of thoughts that constantly create new thoughts and ideas in their organization. This is possible only by managers and creative staff. Stimulating organizational creativity and allocation of time for creative thinking training methods to the personnel is a critical issue. To create innovative and new products, organizational Managers should establish a stable equilibrium between the effectiveness of knowledge management, smart academic commitment and performance of technical tools. An appropriate combination of intelligent resources can help managers to better predict problems and conduct such innovative efforts and contribute to the more efficient knowledge management; meanwhile they focus to the organizational goals. In today's changing world innovation is seen as a critical factor for organizations to create value and competitive advantage. For creation and innovation, organizations may influence the human capital to develop the skills necessary to create new ideas. Whatever organizations are more innovation than their competitors in today's changing environment they will be more successful and can reach to the better performance. Innovation is increasingly dependent to the knowledge, expertise and commitment of the staff as a cause of value. But the question is whether organizations provide the required conditions for creativity and innovation for their employees? Are they familiar with the tools needed to optimize success and innovation? Implicit knowledge is emphasized as a key tool for innovation. Knowledge is the real asset of the organization that operates on the principles of free market and focuses on the integration of sectors and their principles. In fact, the knowledge management process that helps organizations to identify, select, organize and distribute important information and specialized knowledge and become part of the memory organization and are generally in the form of unstructured. Knowledge management is an approach to add or create value by an effective influence on the knowledge and expertise available in the

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public mind. Knowledge and competence of human resources are valuable assets of organizations. Here we discuss the role of knowledge management in organizations creating the creativity and innovation and sustainable competitive advantage.

### ***The Concept and Definition of Knowledge Management***

The concept of knowledge management has been used for long time informally. Many people mistake knowledge with data and information. Knowledge is neither data nor information, however, is related to the both nor the difference is not necessarily clear, and only differs from each other significantly. Data, information and knowledge are not concepts that can be used interchangeably. Understanding these terms and how to get from one to the other, it is very important to the success of scientific works. To understand therefore, we first define the concept of knowledge management, knowledge of the differences and connections between them.

**Data:** data is a fact or an item of a particular thing without relation to the other things. In fact, the data are raw facts and realities and reflect the interactions and exchanges are complete and unified that referred to as part of their minor. These components stored and managed, in the database. Data have minimal text and did not induce the larger question lonely, as long as they are processed.

**Information:** add context and interpretation to the data and their relationship to the each other, thereby forming the information.

Information is combined and associated data along with field and its interpretation. Data communication may be expressing information. It may merely data communications not led to the information. In fact, information covers the summarized data which are grouped, storage, cleaning, organizing and analysis to clarify the background. You can check the information to make decisions. The data are usually shaped into numbers, words and propositions accumulated and provide a summary of the facts and propositions. Unlike data, information is significant.

**Knowledge:** Add comprehension and memory to the information led to natural development of information. Summary making the most basic information leads to the knowledge. Knowledge can be defined in this case the insights gained from data and information which can be divided in different ways and in different circumstances and be effective. Knowledge is to minimize and the collection and read information not increase access to information.

Knowledge is an understanding and making sense which through experience, reasoning, intuition and the learning is achieved. When people share their knowledge, each knowledge increase and from composition knowledge of a person with other people, new knowledge is produced. Knowledge management is a process that helps organizations to find important information, select, organize and publish and an expertise to activities such as problem solving, dynamic learning, strategic planning And decision making, as well as the creativity and innovation among employees And align with organizational strategies is essential. Aswan definition from knowledge management is considered one of the best definitions: "Knowledge management is the process or the operation of any production, acquisition, capture, promotes socialization and its application, deployed anywhere Which knowledge, learning And performance increases. "Coetzee, knowledge management is defined as: "The process by which members of the organization to make money from ideas and knowledge-based asset deals".

### ***Knowledge Management Challenges***

Firms *have* to adapt to a changing and competitive environment, rethink in their structure and in order to show more flexibility in the face of environmental changes and also more sophisticated methods and techniques to manage their knowledge capital they need. Modern organizations know that:

1. The major portion of their assets in the form of implicit knowledge is available to them which this form of knowledge should be supported further by the organization.(implicit knowledge id the knowledge that gained through experience while working as a documentary and not yet written).
2. The need for integrated mechanisms to facilitate organizational trade promotion.
3. The need is to work processes be adapted with special features for users of knowledge such as the position of the individual in the organization, individual competencies, cognitive style and individual interests and motivations until promote individuals job quality to the highest possible quality.

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Although it has a lot of knowledge management systems into existence elaborated and are still in existence, but they have been able only a very small amount to meet the needs of individuals and of organizations in relation to organizational knowledge. Often these systems are composed from traditional approaches of knowledge management and produced only one component from the cycle consist of knowledge classifying knowledge, storing knowledge and correct knowledge to provide effective protection. Such systems have three limitations which include:

- Restrictions related to implicit knowledge management.
- Restrictions related to ability to engage knowledge users in dynamic, active and continuous exchange knowledge.
- Restrictions related to support from any user or users from knowledge.
- Also pay attention to interaction of the specific role of each user in the organization with competencies, cognitive style, interests, and motivations of the user.

### **Definition of Creativity**

There are many definitions from creativity. Here we refer to some of these definitions:

1. Creativity is about trying to make a change in the social or economic purpose of the organization.
2. Creativity is the application of creative thinking or mental abilities to create a new concept.
3. Creativity is the ability to grow or to create a new idea such as the creation of a new product or providing services to a particular way and with different advantages from competitors.
4. Creativity is during a new way or walk during a way previously to new method.

### **Definition of Creativity from Different Perspectives**

#### **The Definition of Creativity from the Perspective of Psychology**

Creativity one of the main aspects of thinking or thinking. Thinking is a process of reconfiguration or change the information and representations obtained available in long-term memory. There are two types of thinking:

1. Convergent thinking: Convergent thinking is a process of reconfiguration or renewing the information and representations obtained available in long-term memory.
2. Divergent thinking: Divergent thinking is a process of combining and rearrangement of the acquired information and symbols available in long-term memory, In fact, creativity, is as divergent thinking.

Based on this definition of creativity is positively related to imagination or mental ability. This capability is process of forming images of phenomena perceived in the mind and creativity in the process of finding new ways to do things better; Creativity means the ability to offer new solutions for solving problems; Creativity is to provide new ideas and plans for new products and services and its continuation after absence of that phenomenon.

#### **Definition of Creativity from the Perspective of Organizational**

Creativity means provide thinking and innovative design to improve the quality and quantity of the organization activities; For example, increasing productivity, improving products or services, lower costs, a better method products or services, products or new services and special benefits and so forth.

Six factors in people creativity from Robert J. Sternberg and Linda O'Hara view of the following:

1. Knowledge: Having a basic knowledge in limited fields and experience and expertise in many years.
2. Intellectual capability: capability to provide creative ideas by redefining and establishing new communication issues.
3. Style of thought: Creative people generally in front of the manner provided by the organization and management, choose innovative style of thought.
4. Motivation: Creative people generally are motivated to act in bringing their ideas.
5. Personality: Creative people generally have the personality like insistence, robustness In front of external and internal pressures and resist the temptation of getting the crowd.
6. Environment: Creative peoples generally within a supportive environment more possibilities to emerge.

According to the researchers, the main reason for inefficiency of innovative education programs are spent on the program's emphasis on creative thinking as one of the six sources of influence on creativity.

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Creative people first become familiar with the problem or an opportunity and then through the collected data engage with the problem or opportunity. In the next step focus on the issue, in the this stage not be found tangible activities and just pay to order thoughts, ideas, experiences and backgrounds of their previous for achieving about an idea. Deep personal involvement (conscious and unconscious) provide the opportunity (to thinking on the issue) led to the creation of new and innovative ideas to emerge. Finally creative person is trying to prove competence of his ideas.

#### **Some Characteristics of Creative Organizations**

1. In case creativity is done in an organization that is perfect competition governs.
2. One of the major factors which contribute to the development of management is culture of the people. Based on a good culture, waste of time is a sin. Obviously, in such a proper stream formed to competition, innovation and better dynamic organizations.
3. Innovative organizations believe that knowledge is widely distributed throughout the organization and administrators can easily receive the ideas of others directly, without intermediaries.
4. Another characteristic of the creative organization is respect for people. They believe that they can keep pace with the needs of the organization, grow.
5. The ultimate goal in these organizations is attention to the needs of the community and satisfaction of the people.
6. In these organizations people do not have a specific expertise and have this possibility that for being in the right place, have a job flow.
7. Permanent and long-term staff relations with this type of organizations and in outcome enjoying them of job security are the other features of these organizations.
8. All of the managers in these organizations, they know change issue is the only constant and inevitable factor and accepted it with pleasure and do not tolerance to it. It is natural in such an organization not require that manager allocate much of your time to avoid dealing with changes because everyone come to believe that change is a positive value.

#### **Characteristics of Ethics Persons**

1. Mental health and perception: The ability to quickly create a large number of ideas.
2. Perceived flexibility: The ability to stop from a rule and frame of mind.
3. Innovations: The ability to create and present new proposals.
4. Prefer complexity to simplicity: attention and considering new challenges for complex problems.
5. Freedom to vote and judgment: being different from colleagues in opinions and new ideas.

Other characteristics of creative people could be named as curious, unusual ideas, attention to detail, self-esteem and self-respect, responsibility and ability to organize different activities and so on.

#### **The Definition of Innovation**

Here we mention to some of these definitions:

1. Innovation means achieved creative ideas.
2. Surely innovation providing products, processes and new services to market.
3. Innovation applying the mental abilities is to create a new idea or concept.

Some people think that creativity is innate; some believe that with education anyone can be creative. In second approach you can see the creative process in four stages consisting of understanding, education, inspiration and innovation. Understanding means how to see things.

Being creative, means to see things from a unique angle. Going of perception to the reality however not happen immediately. Instead thought go by breeding process. Sometimes people need to think about their ideas. This is not means that there is no activities but in this stage people should mass data which storage, retrieve, read and re-shaping them and finally, pouring into new something.

Over the years, for during this stage is normal thing. In creative process inspiration is the moment that all your previous attempts to successfully reach to the goal. Creativity requires innovation effort. Innovation means taking that inspiration and turning it into a useful product, service or way of doing something. Usually at this stage is that another person to make more informed others and it involves something that has worked on it.

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### **Effective Factors in Innovation Creation**

1. Mechanical structures have a positive effect on innovation because they have lower operating expertise, have fewer rules and decentralization in them is most of the mechanistic structures. Also flexibility, the adaptation power and fertilize that make easier adoption of innovations increase.
2. Easy access too many sources of innovation is the key factor of innovation. Frequency resource gives managers this ability which could spend for innovation and better accept the losses and risks.
3. The relationship between units can accelerate the interaction between organizational lines and break down the potential barriers to innovation.

Of course, none of these three variables cannot exist unless the senior managers are committed to these three factors.

### **Characteristics of Innovative Organizations**

In this organization creativity in general means the ability to combine ideas in a unique way or making unusual connections between ideas. An organization that encourages innovation is an organization that promotes unknown views to issues or unique solutions for solving problems. Innovation, is process of acquiring creative thinking and converting it into product and service or a useful operational method. Innovative organizations encourage experience and reward to the success and acquire experience from errors. Innovative organizations actively encourage as it deserves training and development of its members. High level of job security provide for its employees to reduce the fear of deportation because of mistake and give people venture which be changeable and when the new thinking are developed then actively and enthusiastically promoting the idea and support it will overcome the problems and ensure that innovation will be implemented.

### **The Role and Importance of Creativity and Innovation from Organizational Aspects**

1. Creativity and innovation factors of products and services.
2. Creativity and Innovation stimulating factor and provide inputs.
3. Creativity and Innovation the factor of emergence of organization.
4. Creativity and Innovation factor in increasing quantity, variety of products and services.
5. Creativity and Innovation factor in success collection of management and organization staff.
6. Creativity and Innovation factor in reduce costs, waste and waste.
7. Creativity and Innovation factor in increasing the quality products and services and success in competition.
8. Creativity and Innovation factor in increasing the motivation of organization employees work.
9. Creativity and Innovation factor in improving the organization productivity.
10. Creativity and Innovation factor in growth and development of organization.

### **The Role of Knowledge Management in Rearing Creativity and Innovation**

Knowledge management has been dubbed the decade of the 2000s. Knowledge is as intellectual ideas, facts, concepts, data recorded in human memory which coming from human brain and is based on information that comes with experience, beliefs and personal values and change, and fertility decisions and act with him. Not the same person with knowledge of any other person who receives the information. The growing importance of knowledge in modern times inevitably makes organizations as to the meaning of techniques such as creativity, innovation and creativity in product or process, organizational or strategic, think with the more contemplative. This issue facing the organization with challenges in the field of how to processing knowledge and its creation process. Knowledge management, in addition to data management, is also responsible to facilitate the creation of new knowledge and techniques to manage the sharing and use of knowledge. Depending on the student physically placed where it can be divided into two types of Explicit and implicit. Explicit knowledge can be encrypted and encoded and therefore it can be easily transmitted, processed and stored and transferred in databases. This kind of knowledge can be made form and as a scientific formula or manual published between organizations. Guidelines, regulations, rules, procedures, work, Regulations, which officially organized easily transmitted among individuals explicit knowledge is taken into account. In contrast, implicit knowledge is personal and it is very difficult to formulate. This type of knowledge that is acquired through the sharing

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of experiences by observing and imitating, Rooted in the practices, procedures, responsibilities, values and feelings of people and have not been coded and cannot be transmitted through language. Explicit and implicit knowledge are complementary and this means that both of them are essential for creating knowledge. Generally, in relation to knowledge management and creative human resources in organizations two basic strategy considered as follows: First, the optimal use of existing technologies in organizations in order to better use and application of knowledge within the company. This leads to companies identify existence knowledge in organizations along with knowledge of individual employees as required. The second approach, sometimes called knowledge innovation, when employees have a good understanding of the values and criteria of organizations and are able to exploit their creative ideas to generate new and valuable products and services. The role of management is very critical in assemblies that creativity and innovation are essential and major factors. Because management can create, promote and encourage creativity and innovation ability and talent In people or it can be vital to preventing it his behavior and function. The art is the art of creative director is use of others creative and find other creative minds. Creative Director to create a space where he can be creative and stimulate to creativity the organization peoples. In order to thinking peoples in organizations should be created an environment in which ideas and thoughts may be updated. One of the most important ways to foster charismatic personality as well as creativity and innovation, and social development is consultation and no doubt there are people who consult have more thought and intellect and those who are not followers have lack of this point. Managers can influence the three components of the expertise, creativity, creative thinking skills and motivation. But the reality is that much more difficult and more time consuming to influence the first two components than motivation. Intrinsic motivation can be significantly enhanced by even small changes in organization environment. This does not mean that managers should forget improving expertise and creative thinking skills. But when the prioritization of action arises, they should know that effective action on intrinsic motivation will bring more immediate results.

### **Group Creativity Development Techniques**

These techniques include:

1. Thinking storm: One of the most common techniques enable creativity and ideas as a group is techniques of brain activity. In this technique, the question presented to a small group and asked them improvises and reacts quickly to find the answer. Answers should be written on the panel so that all members of the meeting can see it. This makes the mind more active members to pay and spark of mind will be clear mind. The first reason is effectiveness of increasing brain activity and creativity in the group. Competition is another factor that will increase the effectiveness of brain activity in sessions. Also lack of criticism and rapid assessments allows members of the meeting to engage in opinion leisurely and will create a favorable environment for creativity.
2. Imagine circulation: In 1961, psychologist Gordon published ten years results of your research on creative people and In addition, it stated that human mind to express creativity and innovation is in a particular state of mental that if we able to create that state creativity are possible. He in groups of creativity encourages members through the use of allegory and metaphor to an imagination circular and in this mode, discovers innovative ideas and opinions. People minds in this imaginary circulation with the metaphor vouchers come to new things that were the purpose of creation meeting and a new relationship between the phenomena was found. They incorporated phenomena does not have homogeneity with each other and to reach new ideas. In creativity sessions with the help of metaphor and creation the work of incorporation done in the public mind. In meeting that this method is used only the leader is aware of the issue and an issue arises that is not exactly the subject but something close to it.
3. Mandatory relationship: In this method, as the name used should be between two groups of phenomena, create mandatory communication.
4. Six Thinking Hats creativity technique: Father Edward de Bono thinking in his book "Six Thinking Hats "an innovative method is proposed. De bono tries to those who have come together, learn to regulate their thinking and then In the meantime to think of creative ways and with one strategic coordination classify and prioritize the results and use it in decision making.

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5. Parallel thinking: Parallel thinking is more focused look at the new locations and information and new experiences not merely added to the previous ideas, but have changed them and template and creates a new structure. One way to achieve parallel thinking, creating an impossible Intermediate idea. Another way in parallel thinking is random link. Suppose you open a dictionary in order to link to the subject matter and to reach a conclusion. In this method you've used a random link.

### **Conclusion**

Knowledge is the most important asset of any organization and organizations that possess this gift better deal with the current challenges and the most successful acts in the competition. This requires that the organization with respect to knowledge management, it as strategic and essential requirements for pioneer in the field of competition, put among the priorities in your program. In today's world, communities and organizations are trying to gain a sustainable competitive advantage. In this context, knowledge management is a handy tool for organizations to expand their investment, encourage innovation and provide optimal performance to the maximum. Knowledge management is a new engine which can reduce the gap. As much higher employee creativity, knowledge management performance is also better. Organizations are forced to survive and to maintain a competitive advantage, to be creative and innovative organization; a way that prepare themselves upon management of rapid and profound changes in the international. Based on this reasoning, industrialized countries have a strong emphasis on creativity training and pay a lot of attention in the selection of creative, innovative and prospective peoples that offer innovative and creative approaches to complex problems.

Generally, in the relation to the knowledge and creativity of human resources in organizations there are two basic strategies; First, optimal use of exist technology in organization in order to better use and application of knowledge within the organization. Second, sometimes called knowledge innovation, when the employee has sufficient knowledge of the organizational values and criteria and are capable to apply their own creative ideas in the order to produce new and valuable products and services. We now live in an era that truly can be called the era of knowledge.

These days, according to the markets become more competitive every day; knowledge has most value in the organization. The success of an organization depends on the use of knowledge with using creativity and innovation is in the seeking to produce a new product or service to a particular advantage over its competitors. Furthermore, this innovation should be that competitors difficultly find it to achieve. Organizations that have a high degree of creativity and job performance manage their knowledge in effectiveness. Most private companies have recognized the importance of knowledge management for competitive advantage and survive in the competitive scene. Experience has shown that the issue of knowledge management no argument loses its significance but due to the rapidly changing environment, it is becoming more and more valuable.

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