

**IMPORTANT OF KNOWLEDGE MANAGEMENT CAPACITY ON THE
COMPETITIVE ADVANTAGE OF ADVERTISING COMPANIES IN
SULAYMANIYAH**

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Abstract

Knowledge management plays a crucial role in the long-term success of the companies. Therefore, this thesis pursues to delve into the relationship between Knowledge Management Capability (KMC) and the competitive benefit of corporations in Sulaymaniyah. Additionally, the study will investigate the role of management support in facilitating this connection. To achieve these objectives, a survey questionnaire will be developed based on existing research. Data will be collected from at least 250 advertising companies. This data will then be analysed using correlation and regression techniques. The research seeks to provide valuable insights into how KMC influences competitive advantage. Furthermore, it aims to offer recommendations for improving organizational performance and strategic management support. By uncovering these insights, this study endeavors to assist companies in Sulaymaniyah's advertising industry in achieving sustainable success.

Keywords: *Managerial Support, Knowledge Management Capacity, Competitive Advantage, Advertising Companies, Sulaymaniyah.*

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1. INTRODUCTION

Effective knowledge management has many advantages for companies including many essential and critical points that have been explained below. It is a critical feature for establishments to maintain a competitive edge in the fast-evolving business landscape. The cruciality of knowledge management refers to its involvement which is processing, practicing, and strategies to identify, capture, store, share, and utilize knowledge assets, including both tangible and intangible knowledge, as well as information embedded in organizational systems and processes (Du Plessis, 2007; Demir et al., 2024). It is also crucial for organizational achievement in a rapidly development world that is driven by technological advancements, globalization, and evolving consumer preferences. This allows the companies to influence their intellectual capital, utilizing employee's collective expertise, which is driving innovation, solving complex problems, and making informed decisions (Demir, 2024).

In the realm of advertising, where creativity, market insights, and strategic communication are dominant, the management of knowledge assumes a particularly essential role (Demir et al., 2023). Advertising companies manage in the extremely competitive and fast-evolving industry, which is described by way of emerging technologies, shifting consumer behaviours, and evolving media landscapes. The ability to effectively manage and leverage knowledge assets in these dynamic circumstances is essential for advertising agencies to remain relevant, innovative, and competitive.

Management of knowledge is necessary for advertising companies to gain a competitive advantage. It fosters improvement by leveraging past insights for creative campaigns, enhances operational efficiency, and streamlines processes. By centralizing knowledge assets, companies optimize source distribution to ensure delivery and cost-effectiveness. Moreover, it cultivates distinctive capabilities, allowing agencies to specialize in areas such as digital marketing or industry verticals. This specialization attracts clients, arranges them apart and commands premium pricing. In today's dynamic market, prioritizing knowledge management empowers advertising companies to stay ahead, innovate continuously, and meet evolving client needs, securing their position as industry leaders.

In Sulaymaniyah's dynamic advertising scene, loads of companies—from large companies to boutique agencies to freelancers cater to diverse advertising wishes, ranging from traditional to virtual realms. Situated inside the Kurdistan Region of Iraq, Sulaymaniyah has experienced

a giant monetary increase, driving demand for advertising offerings and fostering an aggressive enterprise environment. Large agencies dominate the marketplace, supplying complete solutions to nearby and regional clients. Boutique companies, even though smaller in scale, excel in personalized offerings and modern techniques, even as freelancers contribute specialized know-how to the industry. As the advertising landscape evolves, there is a great shift closer to digital advertising and marketing strategies, reflecting changing patron possibilities and technological advancements. By inspecting the effect of know-how management on the competitive advantage of marketing firms in Sulaymaniyah, this look at seeks to discover the techniques that pressure accomplishment in this dynamic market. Understanding how companies leverage knowledge assets can provide valuable insights into enhancing performance and marketplace positioning.

2. LITERATURE REVIEW

2.1. Knowledge Management

The concept of understanding is complex and multifaceted, with diverse attempts to define it. Levi (2011) argues that expertise serves wonderful functions, distinguishing accredited assets of statistics and prized ideals. Bolisani (2018) highlights the demanding situations in defining knowledge, specifically inside the context of understanding control, and introduces a metaphorical approach, together with know-how as electricity. Hunt (2003) expands the traditional definition of knowledge to consist of the check taker's truth, presenting a way that considers the certainty of solutions. Alavi (2001) discusses the developing hobby in know-how management and information control systems, emphasizing the want for a clear know-how of understanding in these contexts. Lichtenthaler (2009) and Gold (2001) each emphasize the importance of information control capacity in achieving organizational success. Lichtenthaler (2009) introduces the concept of “knowledge capacities” as essential abilities for coping with internal and outside expertise, even as Gold (2001) identifies an information infrastructure and process structure as important preconditions for effective know-how management. Baskerville (1999) and Freeze (2010) similarly discover the sensible software of those concepts, with Baskerville (1999) specializing in dealing with information functionality in small or medium-sized firms, and Freeze (2010) supplying a framework for evaluating and making an investment in knowledge resources. This research collectively spotlights the multifaceted nature of information management.

Knowledge in business is an important resource that may substantially affect performance and achievement (Chalotra, 2012; Babu, 2012; Omerzel, 2009; Zhang, 2006; Aslantaş, 2024). It is a key aspect of an employee's performance, with knowledge control tactics and techniques gambling an essential role in developing fees and using innovation (Babu, 2012; Omerzel, 2009). The capacity to manage and leverage knowledge is mainly essential in the modern-day information-primarily based economy, where it is taken into consideration as a primary commodity (Zhang, 2006). This underscores the need for groups to recognize information management to improve productivity and choice first-rate (Zhang, 2006).

The concept of knowledge management capacity is multifaceted, including several knowledge assets and expertise within an organization (Freeze, 2007). These assets, including capability, lessons learned, policies and procedures, data, and knowledge documents, are necessary to leverage knowledge and improve firm performance. Gold (2001) emphasizes the importance of a knowledge infrastructure as well as process architecture as preconditions for effective knowledge management. Lichtenthaler (2009) further expands on this, instituting the model of 'knowledge capacities' and their role in open innovation processes. However, Korac-Kakabadse (2002) raises a critical perspective, highlighting the challenges in capturing and transferring tacit knowledge, and the limitations of current knowledge management practices.

Knowledge Management Processes:

The know-how control manner involves numerous key steps, inclusive of expertise introduction, storage, dissemination, software, and dimension (Goldoni, 2006; Torlak *et al.*, 2024). These steps are important for companies to efficiently manipulate their knowledge property and attain their strategic desires (Chauhan, 2015). However, the effectiveness of those processes may be motivated via using statistics generation (Haapalainen, 2012) and the need for a supportive organizational lifestyle (Gupta, 2000).

Knowledge Storage:

Storage inside the know-how management technique involves capturing and organizing understanding into a form that can be without difficult access and utilized (Chauhan, 2015; Mohapatra, 2016; Ceptureanu, 2010; Ozer and Aslantas, 2023). This is a crucial step in the procedure, as it ensures that expertise is conveniently available to the proper humans at the proper time (Chauhan, 2015). It also plays a key position in the effective development and implementation of information control structures (Alavi, 2007; Budur *et al.*, 2024).

Knowledge Codification:

Knowledge codification is a crucial method for enhancing organizational performance (최재영, 2002). It includes the specific representation of tacit knowledge, that's vital for software program development (Pa, 2012). This system can take diverse forms, which includes the advent of understanding maps to guide knowledge detection and assessment (Jetter, 2006). In the sector of metallurgy, codification is visible as a key thing of expertise management, with a focal point on integrating heterogeneous knowledge sources (Regulski, 2014).

Knowledge Dissemination:

Dissemination in the knowledge management procedure includes the interactive communication of know-how to goal audiences, making sure of its accessibility and comprehensibility (Serrat, 2009). This is an essential issue of information control, as it influences organizational effects and competitive benefits (Silfia, 2023; Budur *et al.*, 2024). Different techniques can be used for information dissemination, and the choice of method must be based totally on the specific context (Kingston, 2012). A semiotic method can be used to investigate the connection between knowledge and sign, and to guide knowledge dissemination (Hong-chang, 2006).

Knowledge Utilization:

The software step within the know-how management procedure entails utilizing understanding to enhance diverse organizational capabilities. Jafari (2012) and Vaezi (2005) each highlight the significance of aligning expertise control with business approaches and goals, with Jafari mainly specializing in client courting management and Vaezi on organizational control. Berawi (2005) emphasizes the function of expertise control in enhancing production control, even as El-Korany (2007) discusses the usage of information discovery in databases to guide decision-making. This research collectively underscores the various programs of expertise control in improving organizational performance.

2.2. Management Support

Transformational management has been discovered to significantly affect understanding of management practices inside corporations, such as advertising and marketing organizations,

thereby impacting their aggressive gain in the market (Yaghoubi, 2014; AlOwais, 2018; Ghasabeh, 2022; Hayat, 2015; Aslantas, 2024). This management fashion, characterized by its capability to inspire and motivate employees, has been proven to beautify understanding introduction, sharing, garage, and application (Hayat, 2015). It additionally performs a crucial role in selling a supportive place of business lifestyle that is conducive to powerful understanding control (Ghasabeh, 2022). As a result, transformational leadership can be a key driver of aggressive benefit inside the advertising and marketing enterprise by way of facilitating the powerful use of expertise sources. The dating among transformational leadership and aggressive benefit in advertising corporations may be explained by the mediating role of knowledge management.

Yaghoubi (2014) and Birasnav (2013) both observed that transformational management drastically impacts expertise control practices, which in flip effect innovation and competitive benefit. Thanya sunth ornsakun (2012) further supports this, displaying that transformational leadership positively influences information management and organizational studying, which in flip decorate innovation overall performance. However, Ting (2021) adds a nuanced attitude, suggesting that while understanding management processes and infrastructures undoubtedly effect revolutionary overall performance, this dating is negatively moderated by using transformational management. This shows that the connection among transformational leadership and aggressive benefit in advertising and marketing organizations may be complicated, with expertise management gambling a key mediating position. Transformational management has been discovered to noticeably impact information sharing and know-how management practices in numerous contexts (Al-Husseini, 2018; Yaghoubi, 2014). This leadership style, characterized with the aid of idealized influence, inspirational motivation, intellectual stimulation, and individualized attention, has been proven to inspire an information-sharing subculture and facilitate the implementation of understanding control practices (Al-Husseini, 2018; Yaghoubi, 2014). Furthermore, the interaction between transformational leadership and knowledge management has been discovered to decorate innovation, with knowledge sharing playing a mediating role (Al-Husseini, 2019). These findings propose that the adoption of transformational leadership and understanding management practices in marketing corporations in Sulaymaniyah, Iraq, should potentially contribute to their competitive benefit.

2.3. Competitive Advantage

Competitive benefit, as described by way of Armstrong (1992), is the capability of a corporation to sustain earnings that exceed industry averages. This may be carried out thru fee or differentiation techniques. Novita (2020) further emphasizes the importance of competitive gain in enhancing organisation performance and fee, rooted in superior performance, finance, and market positioning. Hamidzadeh (2017) opinions the usage of Porter's triple strategies (differentiation, centralization, and value management) in gaining competitive benefit, with differentiation being the maximum generally employed. Hoskisson (2003) underscores the want for a sustainable competitive gain, highlighting the role of strategic control in reaching this.

Organizational overall performance is a complicated concept encouraged via various factors (Aslantas, 2024; Kingır et al. 2016; Rashid, 2023). Conçu (2020) emphasizes the position of leadership in developing cooperative running surroundings, whilst Arikan (2021) highlights the impact of aggressive techniques and the mediating function of entrepreneurship. Belkasseh (2015) underscores the importance of environmental alignment, human sources, and performance, with TQM as a device for compliance. Varadarajan (1990) provides this with the aid of identifying a diverse mix of competencies and values, inclusive of a large product line, geographic variety, planning, innovation, modernization, and exceptional, and progressive HR practices, as key to superior performance. This research together recommends that organizational overall performance is a multifaceted result motivated using management, method, environmental alignment, human resources, and a large mix of capabilities and values.

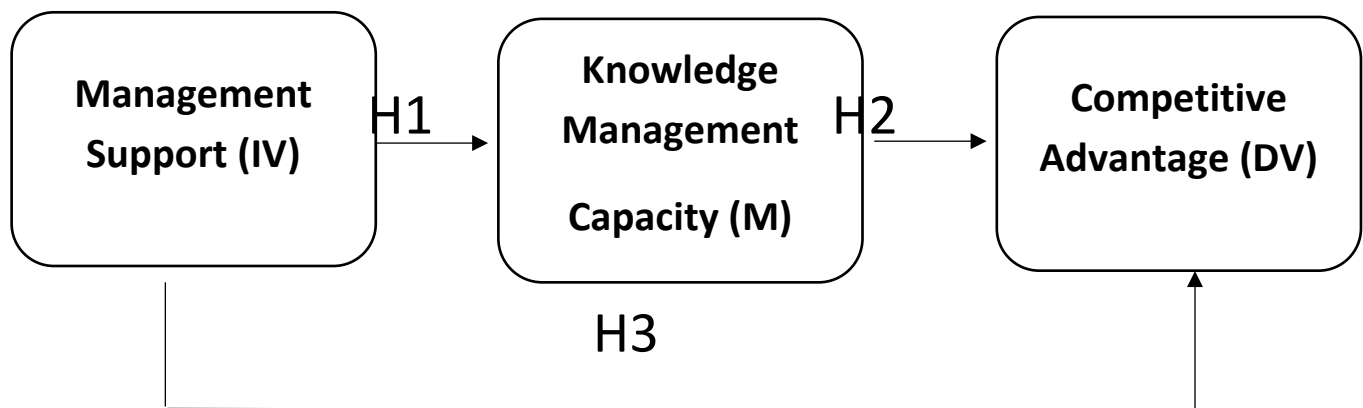
RESEARCH MODEL

Aim of this study:

This research intends to comprehensively examine the intricate dynamics among expertise management capability (KMC), management aid, and competitive benefit within the advertising sector of Sulaymaniyah, Iraq. By delving into the nuanced relationships amongst those variables, this looks at goals to offer thorough information on how management aid affects KMC's effectiveness and, in the end, how KMC influences the aggressive advantage of advertising businesses within the nearby marketplace. Moreover, the studies endeavor to discover the mediating role of KMC inside the relationship between leadership and competitive gain, shedding light on the mechanisms through which organizational knowledge techniques

contribute to strategic superiority within the aggressive landscape. Through rigorous empirical research and analysis, this examination seeks to provide precious insights that could tell managerial practices and strategic decision-making within advertising businesses, thereby enhancing their capacity to leverage know-how belongings for sustainable competitive success in Sulaymaniyah's dynamic enterprise surroundings.

Hypothesis:



Hypotheses model:

The proposed model elucidates the complicated interplay among control guide, knowledge control capability (KMC), and aggressive advantage inside marketing organizations. At its center, management help is posited because the unbiased variable exerts a right-of-way nice influence on KMC within the organizational context. This indicates that after management actively helps understand control tasks, it enhances the employer's capacity to successfully acquire, store, and disseminate precious know-how assets, thereby bolstering its KMC. Concurrently, KMC serves as a crucial determinant of aggressive gain, representing the pathway via which organizational know-how resources translate into strategic superiority in the market. Thus, a robust KMC is anticipated to foster superior aggressive gain for marketing corporations by empowering them to innovate, differentiate, and adapt extra efficaciously to changing market dynamics. Importantly, the model additionally contains management aid as a mediator in the dating between KMC and aggressive advantage, suggesting that the control guide indirectly impacts aggressive gain through its effect on KMC. This mediation pathway

underscores the pivotal position of control in shaping the organizational strategies and structures that underpin know-how management practices, in the long run riding aggressive fulfillment inside the advertising sector. By elucidating these intricate relationships, the version affords a comprehensive framework for know-how on how management guide, KMC, and competitive benefit intersect within advertising agencies, offering precious insights for strategic management and organizational improvement in Sulaymaniyah's dynamic business landscape.

Hypotheses Development

H1: Management Support has positive effects on KM capacity in advertising companies.

The hypothesis posits that powerful understanding management (KM) ability inside advertising and marketing agencies is undoubtedly motivated by using a control guide. This suggests that after management actively backs KM initiatives, it fosters an environment conducive to leveraging and maximizing the corporation's understanding sources. The have a look at with the aid of Wiig, De Hoog, and Van der Spek (1997) presents a framework for know-how KM, highlighting four sequential sports: Review, Conceptualize, Reflect, and Act. These activities form the backbone of the KM system, guiding groups via the steps important to seize, prepare, and make use of knowledge effectively. The strategies and techniques mentioned in the study offer sensible guidance for every degree, facilitating the identification, structuring, evaluation, and alertness of information property. However, the study also identifies gaps, especially concerning the tangibility and measurability of expertise belongings. Management aid is critical in addressing these challenges and maximizing KM capacity via presenting assets, fostering a tradition of expertise sharing and gaining knowledge of, and actively taking part in KM activities. In the context of marketing organizations, wherein creativity and innovation are paramount, effective KM may be a sizeable driver of aggressive advantage. By leveraging employee insights and knowledge, advertising companies can expand more impactful campaigns, better recognize their target audiences, and live ahead of enterprise tendencies. Without management guide, those potential blessings may remain untapped, hindering the employer's potential to compete successfully. Therefore, the speculation indicates that control aid is important for advertising groups to beautify their KM potential and gain a competitive side in a dynamic and evolving enterprise.

More research about the hypothesis: Research always shows that control help is a key factor inside a hit adoption and implementation of knowledge control systems (Aman, 2011; Chuang, 2013). This guide in a roundabout way affects other organizational factors, together with know-how class and sharing culture, which in flip impact the perceived advantages of these structures. Furthermore, management support has been found to have an impact on rewards and incentives, and policies and processes, that are also crucial for information management (Aman, 2011). The effect of management guide on understanding control capacity is in addition supported by studies that have discovered a high-quality association between KM strategies and corporation's overall performance (Al-Busaidi, 2010; Chang, 2011).

H2: KMC has positive effects on the competitive advantage of advertising companies.

The speculation posits that powerful Knowledge Management Capability (KMC) affects the competitive benefit of marketing agencies, indicating that using successfully coping with their information assets, these companies can enhance their marketplace role. This means that via systematic organization, sharing, and usage of know-how, marketing organizations can innovate, supply superior offerings, and adapt to marketplace modifications more adeptly, thereby strengthening their aggressive aspect. In Singh's (2008) study, "Role of leadership in understanding control: a study" the connection between leadership styles and know-how management practices in software program organizations is explored. Findings screen that directive and supportive leadership styles negatively correlate with powerful know-how control, while consulting and delegating patterns are undoubtedly associated, fostering a culture of expertise sharing and collaboration. Particularly, the delegating mode of leadership emerges as full-size in predicting information advent and control for competitive advantage in Indian software program companies. Applying those insights to advertising, wherein speedy modifications call for innovation and edition, powerful information control turns into pivotal. It permits corporations to leverage highbrow capital, apprehend target audiences deeply, and differentiate themselves. By encouraging collaboration and imparting assets for getting access to relevant knowledge, advertising and marketing companies can foster a subculture of continuous learning and improvement, riding innovation and superior outcomes. Furthermore, the wonderful correlation among delegating leadership and knowledge control means that empowering groups to personal information methods fosters creativity. By trusting employees and encouraging autonomy, leaders tap into diverse knowledge, main to progressive answers. Thus, the speculation indicates that by using improving KMC and embracing management

styles conducive to information control, advertising and marketing groups can strengthen their aggressive advantage in a dynamic enterprise panorama.

More have a look at about this hypothesis: Research has continually shown that information management structures (KMS) play a vital position in improving the competitive benefit of marketing companies (Nassim, 2008; Ofek, 2001; Hu, 2010; Ruihua, 2006). KMS satisfactory has been determined to noticeably affect decision making, organizational mastering capability, and competitive advantage (Nassim, 2008). In unique, KMS can be leveraged to increase the best of products and services, leading to a sustainable competitive gain (Ofek, 2001). This is further supported with the aid of the advantageous and substantial hyperlink between KMS and economic overall performance, with advertising performance gambling a mediating role (Hu, 2010). Additionally, purchaser knowledge control (CKM) has been recognized as a capability supply of aggressive gain, inside the improvement of recent merchandise and market seize (Ruihua, 2006).

H3: Management Support has indirect effects on the competitive advantage through KMC.

The speculation proposes that Management Support indirectly contributes to the aggressive benefit of advertising companies via fostering powerful Knowledge Management Capability (KMC). This suggests that after management actively endorses and invests in knowledge management initiatives, it creates surroundings where expertise assets can be correctly evolved and applied. This stronger KMC, in turn, allows the employer to innovate, adapt, and differentiate itself in the marketplace, in the end, main to a competitive aspect. Management Support can take diverse forms, including imparting resources, setting strategic paths, and fostering a way of life of understanding sharing, all of which signal the significance of understanding as a strategic asset and encourage worker engagement in know-how control activities. The oblique consequences of Management Support on competitive advantage arise because effective information management approaches decorate organizational overall performance, innovation, and responsiveness to marketplace modifications. For instance, by means of taking pictures, sharing, and applying information approximately customer possibilities, market traits, and emerging technologies, marketing companies can broaden extra impactful campaigns, higher understand their target audiences, and respond fast to changing purchaser needs. Furthermore, Management Support plays a vital role in creating a subculture that values know-how management and encourages personnel to actively take part in

understanding-sharing activities, thereby sustaining and institutionalizing expertise management practices over the long time and contributing to the agency's aggressive benefit.

More research approximately this hypothesis Research consistently shows that information management functionality (KMC) is a key driving force of competitive gain (Nassim, 2008; Mao, 2016; Magnier-Watanabe). This is especially proper in expert services corporations, wherein KMC can lead to cost reductions and excellent enhancements (Ofek, 2001). However, the role of control support on this dating is much less clear. While management guide is essential for the achievement of KMC projects (Nassim, 2008), its unique impact on aggressive benefit thru KMC isn't nicely explored. Further studies are wanted to apprehend the indirect results of control assist on competitive gain via KMC.

Research Questions

1. Does management support in the companies significantly influence the effectiveness of knowledge management capacity within the advertising companies in Sulaymaniyah, Iraq, thereby impacting their competitive advantage in the market?
2. To what extent does the knowledge management capacity of the companies significantly mediate the relationship between leadership and competitive advantage in advertising companies?
3. How does the interaction between the knowledge management capacity of the company and the competitive advantage of advertising firms?

3. METHODOLOGY

3.1. Research Design

This paper adopts a go-sectional research design to look at the relationships amongst control support, information management ability (KMC), and aggressive gain inside advertising groups in Sulaymaniyah, Iraq. A pass-sectional method enables the collection of records at a single factor in time, providing a snapshot of the relationships underneath research across a diverse sample of advertising companies.

3.2. Research Measures

1. **Management Support:** This construct could be measured by the usage of a validated scale assessing the quantity to which personnel perceive aid from organizational management for understanding management tasks. Items might also include statements that include “Top control actively encourages and helps expertise sharing within the business “and “Management affords ok resources for expertise control sports”.

2. **Knowledge Management Capacity (KMC):** KMC will be assessed via a series of items evaluating the enterprise's capacity to create, seize, percentage, and make use of know-how efficiently. These gadgets might also seize components inclusive of information acquisition, information garage, know-how dissemination, and understanding utility within the organization.

3. **Competitive Advantage:** Competitive benefit may be measured by the usage of a scale designed to seize the perceived strategic superiority of the advertising and marketing groups inside their respective markets. Items may also include statements consisting of “Our company possesses unique abilities that give us a part over competitors” and We continuously outperform competitors in phrases of consumer satisfaction and market percentage.

Research Method

This study employs a quantitative study technique to investigate the relationships among management aid, KMC, and competitive advantage. Data could be accumulated via structured surveys administered to employees running in advertising companies throughout Sulaymaniyah. The survey instrument may be designed to elicit responses on the measures mentioned above, utilizing Likert-type scales for rating items.

Data Analysis

The collected data will be analyzed using a combination of descriptive statistics, correlation analysis, and regression analysis:

1. **Descriptive Statistics:** Descriptive facts, which include imply, median, well-known deviation, and frequency distributions, could be calculated for each variable to summarize the characteristics of the sample and the important thing constructs under research.

2. **Correlation Analysis:** Correlation analysis might be conducted to have a look at the bivariate relationships among management guide, KMC, and aggressive advantage. Pearson correlation coefficients can be calculated to assess the electricity and direction of these relationships.

3. **Regression Analysis:** Regression evaluation could be hired to test the hypothesized relationships between control assist, KMC, and competitive benefit. Specifically, more than one regression analysis will be performed to assess the direct consequences of management support on KMC and aggressive benefit, in addition to the mediating impact of KMC on the connection between management support and aggressive benefit.

Sample Size and Sampling Strategy

The look will goal for a sample size of 202 personnel from advertising and marketing organizations in Sulaymaniyah. A comfort sampling method will be utilized, whereby participants could be recruited based on their availability and willingness to participate inside the look at. Participants might be decided on from diverse departments and hierarchical degrees inside the advertising firms to ensure a numerous representation of perspectives.

3.3. Sample

Understanding the characteristics of the sample population is crucial for contextualizing the findings and generalizing the results of any research observe. In this phase, we provide an overview of the pattern characteristics of personnel surveyed within the advertising corporations of Sulaymaniyah, Iraq. The sample encompasses individuals from numerous backgrounds, educational degrees, age companies, genders, and positions within the companies. Analysing those demographic info gives valuable insights into the composition of the workforce and provides a basis for interpreting the study's findings inside the broader context of the advertising industry in Sulaymaniyah.

Education

The contributors' instructional history paints a picture of a workforce with an excessive degree of tutorial attainment, as evidenced by using the vast share (85.1%) protecting university degrees. This high prevalence of university-knowledgeable individuals shows a group of workers that is well-gearred up with theoretical knowledge and academic training, that could

doubtlessly enhance their potential to interact in complex obligations and choice-making procedures within the marketing industry. Moreover, the presence of participants with master's ranges (45%) similarly underscores the depth of educational qualifications in the sample, indicating a subset of individuals with superior understanding and specialised know-how. Despite the predominance of university graduates, the inclusion of participants with educational backgrounds from institutes or high colleges (9.4 %) highlights a various variety of educational reports and pathways in the group of workers, reflecting the industry's openness to individuals from numerous academic backgrounds.

		Education			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	High School	11	5.4	5.4	5.4
	Institute	8	4.0	4.0	9.4
	University	172	85.1	85.1	94.6
	Master	11	5.4	5.4	100.0
	Total	202	100.0	100.0	

Age:

		Age			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-25	85	42.1	42.1	42.1
	26-35	74	36.6	36.6	78.7
	36-45	32	15.8	15.8	94.6
	46-50	10	5.0	5.0	99.5
	51 and more	1	.5	.5	100.0
	Total	202	100.0	100.0	

The age distribution of participants famous exciting insights into the demographic composition of the workforce inside the advertising and marketing zone of Sulaymaniyah. The attention of contributors in the more youthful age brackets, specifically the ones elderly between 18 and 35 (78.7%), indicates predominantly youthful personnel. This demographic trend may mirror broader societal styles of youth employment and career entry, indicating that the advertising enterprise serves as an attractive sector for young experts embarking on their careers. Additionally, at the same time as the bulk of contributors belong to more youthful age businesses, the presence of older individuals, albeit in smaller proportions, underscores the

industry's inclusivity throughout different age cohorts. The variety in age representation within the sample suggests a blend of views, experiences, and generational dynamics that contribute to the vibrancy and flexibility of the team of workers in Sulaymaniyah's marketing area.

Gender:

The gender distribution amongst contributors indicates a balanced illustration, with each male and woman personnel contributing to the team of workers of marketing corporations in Sulaymaniyah. The close to-same distribution of males (53.5%) and females (46.5%) shows a dedication to gender diversity and inclusivity in the enterprise. This equitable gender ratio reflects efforts in the direction of growing an inclusive work surroundings where people of all genders have possibilities for expert boom and advancement. Additionally, the presence of woman contributors in big numbers throughout various organizational roles and degrees underscores the enterprise's recognition of the price of various views and abilities. Overall, the gender variety located within the pattern reflects a progressive method to human aid management and organizational lifestyle within advertising groups in Sulaymaniyah.

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	108	53.5	53.5	53.5
	Female	94	46.5	46.5	100.0
	Total	202	100.0	100.0	

Position:

The distribution of participants across one-of-a-kind positions inside advertising companies provides insights into the organizational shape, hierarchies, and activity roles conventional within the enterprise. Most members (71.3%) occupy worker positions, indicating a big group of workers engaged in frontline operational roles and duties. These personnel form the backbone of the businesses, contributing to day-to-day activities and operational functions critical to the business enterprise's functioning. Moreover, the presence of contributors in

specialized roles such as professionals (19.3%) underscores the importance of area knowledge and specialized expertise in

using innovation and excellence inside the marketing region. Additionally, the illustration of individuals in supervisory (4.0%), directorial (2.0%), and preferred managerial (3.5%) positions highlights the hierarchical structure and managerial layers within advertising and marketing groups, reflecting a diverse range of leadership roles and duties. The multifaceted distribution of members throughout various positions signifies the complicated and interconnected nature of organizational dynamics within the advertising industry of Sulaymaniyah.

		Position			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	General Manager	7	3.5	3.5	3.5
	Director	4	2.0	2.0	5.4
	Supervisor	8	4.0	4.0	9.4
	Expert	39	19.3	19.3	28.7
	Employee	144	71.3	71.3	100.0
	Total	202	100.0	100.0	

4. RESEARCH ANALYSES AND FINDINGS

4.1. Reliability:

Introduction to Data Reliability:

Ensuring the reliability of survey data is paramount in studies because it enhances the trustworthiness and validity of the findings. Reliability evaluation assesses the consistency and stability of size devices, supplying insights into the dependability and accuracy of collected statistics. In this section, we give an outline of the reliability analysis carried out for every variable in our survey: Knowledge Management Capacity (KMC), Management Support, and Competitive Advantage.

Knowledge Management Capacity (KMC):

Reliability evaluation of the KMC scale is famous for strong inner consistency, as evidenced by a Cronbach's Alpha coefficient of 0.84. Each object demonstrates slight to robust item-general correlations, starting from 0.547 to 0.666, indicating a consistent sample of responses across all items. Additionally, the full reliability of the KMC scale indicates excessive inner consistency, in addition to confirming the reliability of the instrument in measuring KMC amongst individuals.

Knowledge Management Capacity					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted	Total Reliability
KMC1	30.68	14.990	0.666	0.807	0.84
KMC2	30.63	13.734	0.671	0.802	
KMC3	30.58	13.444	0.587	0.823	
KMC4	30.72	13.742	0.606	0.817	
KMC5	30.63	15.284	0.547	0.826	
KMC6	30.61	14.589	0.670	0.805	

Management Support:

The reliability evaluation of the Management Support scale additionally demonstrates first-rate inner consistency, with a Cronbach's Alpha coefficient of 0.77. While person object-total correlations vary, starting from 0.460 to 0.662, they collectively make contributions to the

general reliability of the size. The total reliability rating further reinforces the internal consistency of the Management Support scale, indicating the reliability of the tool in assessing the extent of help perceived through personnel from organizational management.

Management Support					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted	Total Reliability
MS1	24.44	8.997	0.573	0.717	0.77
MS2	24.76	8.705	0.460	0.771	
MS3	24.35	10.000	0.493	0.744	
MS4	24.42	9.495	0.575	0.718	
MS5	24.40	9.271	0.662	0.693	

Competitive Advantage:

Reliability analysis of the Competitive Advantage scale reveals sturdy internal consistency, with a Cronbach's Alpha coefficient of 0.89. The item-overall correlations for each object in the scale varied from 0.386 to 0.791, indicating slight to sturdy associations between individual items and the overall scale. The excessive overall reliability rating confirms the robustness of the Competitive Advantage scale in shooting the perceived strategic superiority of advertising corporations within their respective markets.

Overall, the reliability evaluation underscores the consistency and stability of the survey devices used to determine Knowledge Management Capacity, Management Support, and Competitive Advantage. The high inner consistency coefficients and item-total correlations validate the reliability of the statistics accumulated, enhancing confidence in the findings and conclusions drawn from the studies.

Competitive Advantage					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted	Total Reliability
OP1	49.67	35.513	0.724	0.870	0.89
OP2	49.33	35.363	0.729	0.870	
OP3	49.55	35.489	0.713	0.871	
OP4	49.48	37.601	0.688	0.874	
FP1	49.58	40.274	0.386	0.898	

FP2	49.34	39.197	0.573	0.883
FP3	49.62	40.548	0.445	0.892
FP4	49.40	36.221	0.757	0.868
FP5	49.64	35.541	0.791	0.865

4.2 Correlation Analyses:

Correlation evaluation is an essential statistical method used to observe the relationships among variables and determine the energy and direction of their associations. In this section, we delve into the correlation evaluation conducted for the variables of interest in our studies: Knowledge Management Capacity (KMC), Management Support (MS), and Competitive Advantage. By exploring the correlations between those variables, we advantage valuable insights into the interdependencies and interactions that shape organizational dynamics inside the advertising industry of Sulaymaniyah, Iraq.

Explanation of Results:

The correlation matrix offers the pairwise correlations between the variables of KMC, MS, and Competitive Advantage, along with the sample size (N=201) for every correlation coefficient. The correlation coefficients range from -1 to 1, wherein values toward 1 suggest a robust tremendous correlation, values toward -1 suggest a sturdy bad correlation, and values around zero imply no correlation.

The correlation coefficient between KMC and MS is 0.875, indicating a strong advantageous correlation among those variables. In other words, because the effectiveness of information control approaches increases (as measured through KMC), there is a corresponding increase in the belief in help from organizational management for those projects (as measured by using MS).

The correlation coefficient between KMC and Competitive Advantage is 0.858, indicating a robust fantastic correlation among those variables. It means that corporations with higher levels of KMC are more likely to obtain a competitive facet over their opponents.

The correlation coefficient between MS and Competitive Advantage is 0.866, indicating a sturdy effective correlation among these variables. It implies that businesses wherein control

actively supports understanding management efforts are more likely to experience an aggressive area in the market.

	KMC	MS	Competitive Advantage
KMC	1		
MS	.875**	1	
Competitive Advantage	.858**	.866**	1
	201	201	201

4.3. Regression Analyses

Hypothesis One:

Regression evaluation is a powerful statistical method used to study the relationships among variables and expects the value of one variable based totally on the values of others. In the context of our research on know-how management capability (KMC), management aid (MS), and competitive gain inside advertising corporations in Sulaymaniyah, regression analysis permits us to evaluate the impact of management assistance on KMC. This segment gives an overview of the regression evaluation conducted and explores the consequences of the outcomes for each speculation.

Hypothesis one: Management Support has superb outcomes on KM capability in advertising agencies.

Model Summary:

The regression version demonstrates a full-size association between the control guide (MS) and knowledge control ability (KMC), as indicated using an R-squared fee of 0.766. This price shows that approximately 76.6% of the variance in KMC can be defined using the variance in MS. The adjusted R-squared fee of 0.765 suggests that the model's predictive energy stays robust even after adjusting for the number of predictors protected. The preferred blunders of the estimate (0.36094) display the common distance between the observed values of KMC and people predicted by way of the version.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.875 ^a	.766	.765	.36094

a. Predictors: (Constant), MS

Coefficients:

The coefficients desk offers insights into the power and path of the connection among MS and KMC. The unstandardized coefficient (B) for MS is 0.879, indicating that for every one-unit growth in MS, there may be a mean boom of 0.879 units in KMC. The standardized coefficient (Beta) of 0.875 further confirms the robust fantastic relationship among MS and KMC. The t-cost of 25.528 is noticeably vast ($p < 0.001$), indicating that the relationship between MS and KMC is unlikely to be because of random chance.

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.750	.212		3.535	.001
	MS	.879	.034	.875	25.528	.000

a. Dependent Variable: KMC

Interpretation:

The regression evaluation affords strong help for Hypothesis 1, suggesting that control help has a substantial superb effect on understanding management ability within marketing agencies in Sulaymaniyah. The sturdy superb coefficient for MS indicates that businesses wherein control actively helps understanding management tasks are much more likely to showcase higher tiers of KMC. This locating underscore the vital function of supportive leadership in fostering an environment conducive to powerful expertise introduction, sharing, and usage, ultimately enhancing organizational abilities and competitiveness in the enterprise.

Hypothesis Two:

Hypothesis 2: KMC has fine outcomes at the aggressive benefit of marketing agencies.

Model Summary:

The regression version demonstrates a large association between understanding control capability (KMC) and competitive advantage (Cadv), as indicated through an R-squared fee of 0.736. This value indicates that about 73.6% of the variance in aggressive gain may be defined by the variance in KMC.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.858 ^a	.736	.734	.39085

a. Predictors: (Constant), KMC

Coefficients:

The coefficients desk affords insights into the energy and course of the connection among KMC and aggressive advantage. The unstandardized coefficient (B) for KMC is 0.874, indicating that for each one-unit boom in KMC, there is a median growth of 0.874 units in aggressive advantage.

Coefficients

Model		Unstandardized Coefficients		Standardized	t	Sig.
		B	Std. Error	Coefficients		
				Beta		
1	(Constant)	.835	.229		3.642	.000
	KMC	.874	.037	.858	23.532	.000

a. Dependent Variable: Competitive Advantage

Interpretation:

The regression analysis affords sturdy aid for Hypothesis 2, suggesting that understanding management ability has a tremendous effect on the competitive gain of marketing companies in Sulaymaniyah.

Hypothesis Three:

Mediation Analysis Results:

Mediation Estimates:

- Indirect Effect: The indirect impact of control support (MS) on aggressive advantage (Cadv) through knowledge management potential (KMC) is expected to be 0.382, with a widespread error (SE) of 0.0613. The z-value of 6.23 indicates that this oblique effect is statistically extensive at $p < 0.001$.
- Direct Effect: The direct effect of MS on Cadv, no longer mediated with the aid of KMC, is estimated to be 0.504, with a widespread error (SE) of 0.0680. The z-value of 7.41 shows that this direct impact is statistically enormous at $p < 0.001$.
- Total Effect: The overall effect of MS on Cadv, accounting for each the direct and oblique pathways through KMC, is envisioned to be 0.886, with a widespread error (SE) of 0.0361. The z-value of 24.54 shows that this general impact is statistically extensive at $p < 0.001$.

Path Estimates:

- MS → KMC: The course estimate from MS to KMC is 0.879, with a trendy error (SE) of 0.0343. The z-value of 25.66 indicates that this course is statistically significant at $p < 0.001$, suggesting that better stages of MS are associated with elevated KMC.
- KMC → Cadv: The course estimate from KMC to Cadv is 0.435, with a popular error (SE) of 0.0677. The z-fee of 6.42 shows that this direction is statistically vast at $p < 0.001$, suggesting that higher levels of KMC are associated with improved Cadv.
- MS → Cadv: The course estimate from MS to Cadv, no longer mediated via KMC, is constant with the direct impact estimate noted in advance (0.504).

Interpretation:

The mediation analysis gives evidence for the hypothesized mediation effect, in which KMC serves as a mediator within the relationship among MS and Cadv. The indirect impact of MS on Cadv via KMC is statistically significant, indicating that a portion of the effect of MS on Cadv is transmitted thru its effect on KMC. However, the direct effect of MS on Cadv remains giant even after accounting for the mediating function of KMC, suggesting that MS affects Cadv thru each direct and oblique pathway.

The route estimates in addition highlight the importance of each MS and KMC in driving Cadv within advertising corporations. Higher ranges of MS are related to accelerated KMC, which in flip influences Cadv. Additionally, MS directly contributes to Cadv, impartial of its impact on KMC. Overall, these findings underscore the complicated interaction between management support, information control potential, and aggressive advantage, emphasizing the multidimensional nature of organizational achievement in the advertising enterprise.

Results:

Mediation

Mediation Estimates

Effect	Estimate	SE	t	p
Indirect	0.382	0.0613	6.23	< .001
Direct	0.504	0.0680	7.41	< .001
Total	0.886	0.0361	24.54	< .001

Path Estimates

		Estimate	SE	t	p	
MS	→	KMC	0.879	0.0343	25.66	< .001
KMC	→	Cadv	0.435	0.0677	6.42	< .001
MS	→	Cadv	0.504	0.0680	7.41	< .001

Mediation analysis untangles the relationships between variables, revealing how an independent variable (MS) affects an established variable (Cadv) circuitously through an intervening variable (KMC). The estimate plot visually depicts these pathways, highlighting the direct and oblique results. It gives a succinct portrayal of how MS affects Cadv both at once and via its influence on KMC, aiding in knowledge the mediating function of KMC.

This visualization enhances the interpretability of mediation evaluation effects, assisting researchers in conveying complex relationships and informing sensible interventions to reinforce organizational success.

5. CONCLUSION

The number one goal of this thesis was to scrutinize the effectiveness of expertise control within advertising corporations running within the Kurdistan location of Iraq. To accomplish this, a meticulously crafted survey questionnaire changed into devised below the steering of our task manager, incorporating inquiries drawn from formerly published studies. Our fieldwork encompassed visits to about 20 corporations located in Sulaymaniyah town, from which a sizable sample of 202 surveys was meticulously accrued. To validate our hypotheses, we harnessed the electricity of correlation and regression analyses.

Our findings revealed a giant advantageous impact of management support inside advertising and marketing groups on enhancing their know-how control capability, thereby substantiating the primary speculation (H1). Additionally, it became evident that a robust understanding control potential within those firms contributed to their competitive gain within the advertising market. Lastly, our research delved into the oblique relationship among control aid and the competitive gain of these firms via the prism of information management ability. Remarkably, we unearthed compelling proof indicating that management aid now not handiest without delay fosters company success however also does so not directly thru bolstering knowledge management tasks.

Our study underscores the pivotal position of powerful expertise control practices, underpinned by using strong control help, in fortifying the aggressive prowess of advertising businesses within the dynamic market of Sulaymaniyah. These insights provide precious steerage for organizational techniques geared toward nurturing innovation, fostering collaboration, and in the end raising overall performance and competitiveness in the advertising area.

Recommendations

1. Invest in Knowledge Management Initiatives: Based at the findings of this studies, it is encouraged that advertising agencies allocate assets toward growing and imposing powerful expertise management strategies. This may additionally involve creating formalized systems for expertise sharing, fostering a tradition of collaboration and learning, and supplying good

enough training and guide for employees to utilize and make contributions to the agency's expertise base.

2. **Enhance Management Support:** Recognizing the considerable effect of control assist on understanding management ability and competitive benefit, groups need to prioritize fostering supportive management practices. This entails making sure that organizational leaders actively advise and champion information management initiatives, allocate sources as it should be, and offer steerage and encouragement to employees involved in knowledge sharing and innovation efforts.

3. **Promote Cross-Functional Collaboration:** To maximize the benefits of know-how control, corporations must encourage move-useful collaboration and information exchange. Facilitating interactions and collaboration among one-of-a-kind departments or groups can foster the dissemination of tacit expertise, stimulate creativity, and promote synergies that force organizational performance and competitiveness.

4. **Continuously Evaluate and Adapt:** Given the dynamic nature of the advertising enterprise and the evolving demanding situations and opportunities it provides, groups ought to undertake an attitude of continuous improvement and adaptation. Regularly evaluating the effectiveness of knowledge control practices, soliciting remarks from personnel, and staying abreast of enterprise developments and quality practices can assist businesses continue to be agile and aware of converting market dynamics.

Limitations of the Study

1. **Sample Size and Generalizability:** One of the primary boundaries of this look at is the enormously small sample size and its cognizance on marketing groups in Sulaymaniyah. While the findings offer precious insights into the local context, caution must be exercised while generalizing the consequences to broader geographic areas or industry sectors. Future studies with large and greater various samples could offer an extra complete understanding of understanding management dynamics within the advertising enterprise.

2. **Self-Report Bias:** The reliance on self-pronounced information via survey questionnaires introduces the capability for reaction bias, as participants might also provide socially appropriate or inaccurate responses. Future research should complement self-document

measures with goal indicators or qualitative methods to triangulate findings and enhance the validity of results.

4. Scope of Variables: While this have a look at cantered on exploring the relationships between management assist, understanding management capability, and aggressive benefit, other factors influencing organizational performance and competitiveness, such as market dynamics, technological improvements, and organizational culture, were not comprehensively tested. Future studies ought to bear in mind a broader variety of variables to provide a greater holistic information of the determinants of success inside the advertising industry.

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APPENDIX

Knowledge management capacity (Martinez-Cones et al., 2017)
Our company creates new knowledge for application across functional boundaries.
Our company creates operation systems for application across functional boundaries.
Our company creates managerial policies and processes for application across functional boundaries.
Our company engages in the process of distributing knowledge among departments.
Our company engages in processes of integrating different sources of knowledge across functional boundaries
Our company engages in processes which apply knowledge to solve new problems across functional boundaries
Management support (Ragu-Nathan et al., 2004)
Employees in this organization feel it is easy to approach to their supervisor
Employees in this organization receive encouragement and support from their supervisors
Employees in this organization have access to resources that they need to do their work
Employees in this organization have the guidance and help that they need to do their work
Employees in this organization are aware of the policies and procedures to perform his/her work
Competitive Advantage (Budur and Poturak, 2021; Demir et al., 2023)
Customer satisfaction of our company is better than that of key competitors.
Quality development of our company is better than that of key competitors.
Cost management of our company is better than that of key competitors.
Responsiveness of our company is better than that of key competitors.
Productivity of our company is better than that of key competitors.
Return on investment of our company is better than that of key competitors.
Return on assets of our company is better than that of key competitors.
Return on sales of our company is better than that of key competitors.
Average profitability of our company is better than that of key competitors.
Profit growth of our company is better than that of key competitors
Sales growth of our company is better than that of key competitors.