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## KNOWLEDGE SHARING AND ITS ROLE IN ORGANIZATIONAL EXCELLENCE

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**ABSTRACT**

The current research aims to diagnose the extent of interest in knowledge sharing and its role in achieving organizational excellence at the level of the Iraqi environment. Primary data through descriptive statistics (arithmetic mean, standard deviation, coefficient of variation, percentages, frequencies) and hypothesis testing using appropriate statistical methods for inferential statistical analysis (Pearson correlation coefficient, simple linear regression, multiple regression, path analysis) and checking the quality of the data from During (normal distribution, confirmatory factor analysis, structural modeling method, and exploratory factor analysis), after collecting data from (358) observations from the company's leaders, as the sample was random for a community that included (4300) of the company's leaders from workers in the Asia company in Iraq. The current research used a number of statistical methods through (SPSS V.26) and (AMOS V.25), and the statistical analysis concluded. The most prominent result was the effect of knowledge sharing on organizational excellence.

**Keywords:** *knowledge sharing, Organizational excellence*

**THE RESEARCH PROBLEM****The Intellectual Controversy of the Research Dilemma**

The subject of knowledge sharing and attention to it and its measurement is one of the important topics that attract specialists and researchers in the field of administrative and organizational thought to study it in depth, as knowledge sharing and organizational excellence have become very important, as they enhance the distinction of public and private organizations, whether collectively or separately, and despite the great interest. With knowledge sharing among writers and researchers in the field of management sciences, the organizations urgent need for more studies, especially as they are characterized by scarcity in the applied field, especially Arab and Iraqi ones in

particular, and their positive role in improving the excellence of service organizations.

**FIELD RESEARCH PROBLEM**

The subject of knowledge sharing has received wide attention in recent times, and it has attracted the attention of a large number of researchers, writers, and specialists in the field of organizational behavior and organization science, and from this point of view and the recommendations of previous researchers, the researcher headed towards studying the problem with a systematic scientific framework, and identifying and accurately diagnosing it in the mobile communications company (Asia Cell), because of its direct effects on its distinction, and the possibility of advancing its reality by increasing its

ability to adapt and respond flexibly to complex environmental changes and the rapid technological development in generations of communications and Internet services, through knowledge sharing adopted by its leaders, to achieve individual and team goals and organization at the level The year, and achieving future growth in its services makes its desired distinction, represented by survival, growth, prosperity and distinction over others after being at the top of the sector. and various sectors, so the research continues and the gap is widening, each according to the entrance to which it belongs when it comes to Explain the phenomenon.

## PROCEDURAL FEES

**1. Knowledge sharing:** is the process by which the knowledge that individuals possess is converted into a form that can be understood and used by other individuals.

**Individual dimension:** Exchanging knowledge individually or personally with co-workers, which increases their ability to perform current and future tasks.

**The organizational dimension:** Acquisition, organization, use and exchange of knowledge, experience and skills within the organization, in a way that

makes them available and easily accessible to all its members at the appropriate time.

**The technological dimension:** is its ability to own information technology, computers, software, advanced communication systems and modern automation methods that contribute to increasing knowledge sharing in them.

**2. Organizational Excellence:** The ability to harmonize and coordinate the elements of the organization and operate them in integration and interdependence to the highest rates of effectiveness to reach the level of outputs that fulfill the needs and expectations of all parties associated with the organization.

**Strategic Planning:** Owning and presenting organized efforts that produce decisions, procedures, and policies that transform the company's future into better standing, profitability, and reputation.

**Focusing on the customer:** Achieving customer expectations, meeting their needs, analyzing fluctuations in their demands, and working to consolidate the relationship with them.

**Focusing on the work force:** creating an organizational positive climate that builds trust and enhances its members' sense of safety and gives them the ability to excel, be creative and seize opportunities.

**Measurement, analysis and information knowledge:** management assessing the current situation, selling in an effective format facing challenges, and managing knowledge conscious information to get the right information and the knowledge that distinguishes it with uniqueness.

**Focusing on operations:** preparing and working on constantly developing work for the better by introducing it, making it and making it continuous.

**Business results Achieving:** success with the efforts of the administration and achieving its goals by providing a final service obtained by its customers that satisfies their customers, meets their ambitions, increases its reputation in the telecommunications sector, and leads it to distinguish itself from all its competitors.

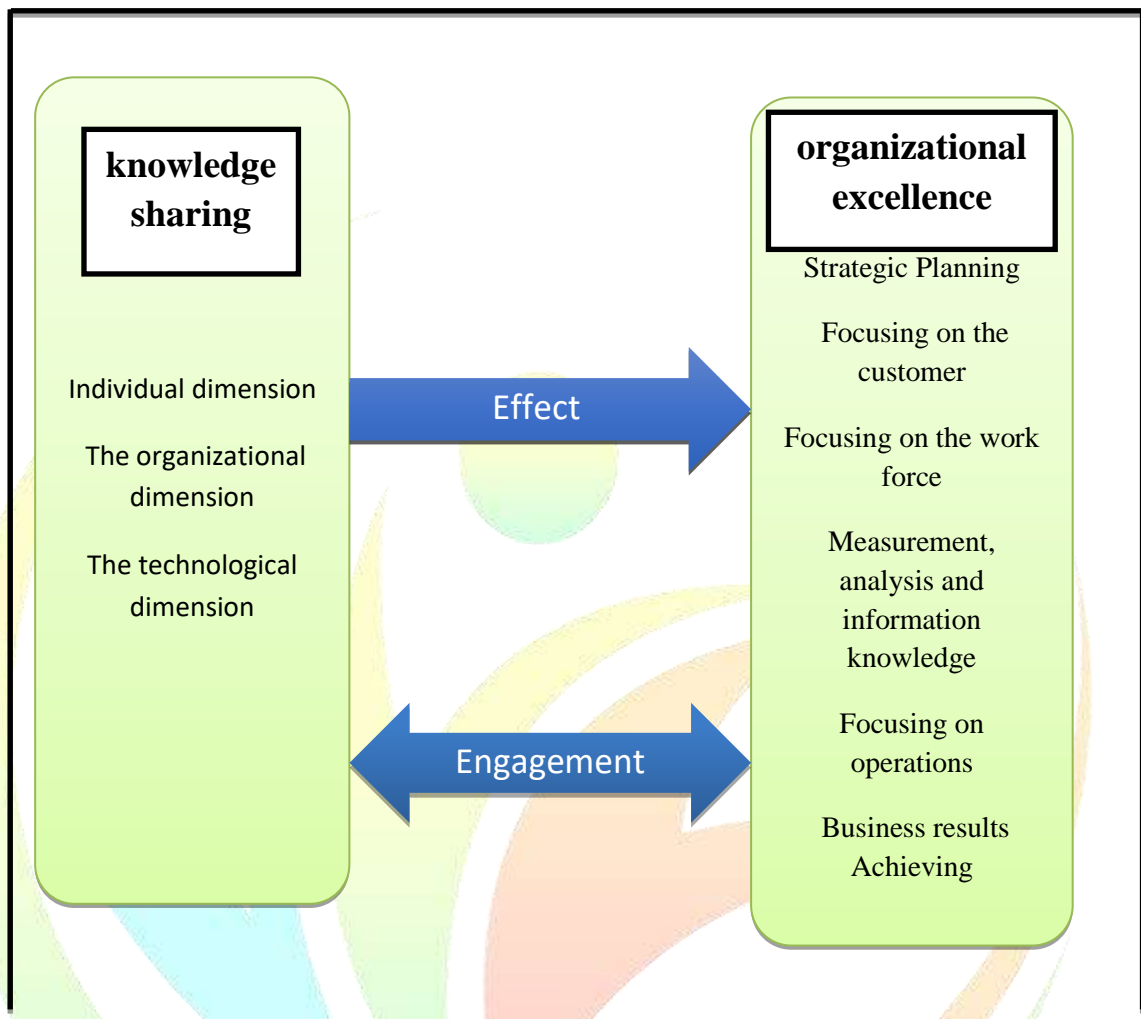
**Research Assumes:**

The main hypothesis: There is a statistically significant effect of the combined dimensions of knowledge sharing (the individual dimension, the organizational dimension, the technological dimension) in the excellence of organizations and its dimensions: (strategic planning, customer focus, labor

force focus, measurement, analysis and knowledge management, focus on operations, focus on The results) of the work In order for the researcher to verify the validity of the hypothesis or not, a multiple linear regression model was implemented according to the following sub-hypotheses:

- 1.The dimensions of knowledge sharing combined in strategic planning have a significant effect .
- 2.The dimensions of knowledge sharing collectively affect the customer focus in a significant way
- 3.The dimensions of knowledge sharing collectively affect the focus on the work force in a significant way
- 4.The dimensions of knowledge sharing collectively affect measurement, analysis and knowledge management in a significant way
- 5.The combined dimensions of knowledge sharing affect the focus on operations in a significant way.
- 6.The dimensions of knowledge sharing collectively affect the focus on business results in a significant way.

**RESEARCH HYPOTHESIS:**



*Figure (1) The hypothesis of the research*

**KNOWLEDGE SHARING:**

Knowledge sharing is divided into tacit sharing and explicit knowledge sharing. The process of tacit knowledge sharing includes the process of team members sharing personal experience, developing basic knowledge and professional knowledge. The characteristics of explicit knowledge sharing is that team members exchange ideas and knowledge in an encrypted form(Huang,2014:2014)

For the management of organizations, it must focus on sharing knowledge because knowledge sharing is a vital aspect in modern organizations, and better inclusion will lead to the improvement of organizations and their effectiveness. Sharing knowledge also increases the self-knowledge of other individuals. Likewise from the perspective of organizations as a whole, sharing knowledge with other groups can also increase the performance of these groups. The sharing of knowledge

among group members plays a vital role in the effectiveness of organizations. The successful group can also benefit from the different talents and ideas of the group members and can play its role in the effectiveness of the organizations (Muhammad, 2015:23).

### **Factors Influencing Knowledge Sharing:**

Knowledge management has received great attention due to its importance in providing companies with a competitive advantage, and it is clear through the literature of management thought of knowledge, that there are many factors that make knowledge sharing within organizations of great importance, when there is limited participation, skills and experience of employees are not invested as it should, And because organizations do not know what the employees already possess, let alone when individuals leave the organization, this consumes their knowledge. Knowledge exchange refers to the willingness of individuals in the organization to share with others the knowledge they have acquired (Neurink, 2013:11).

For the purpose of achieving competitive advantages and creating a more open climate for work relations, (Bellefroid, 2012:23) presented a set of influencing factors that include the following:

1. The nature of knowledge: knowledge can exist in an implicit or explicit form, as this value has a great impact on the individuals who share it.

2. Motivation to participate: Motivational factors can be divided into internal and external factors:

a. internal factors. It includes the perceived power associated with knowledge and reciprocity resulting from sharing

b. External factors. Include relationship with people and rewards for participation

3. Opportunities for participation: can be both formal and informal:

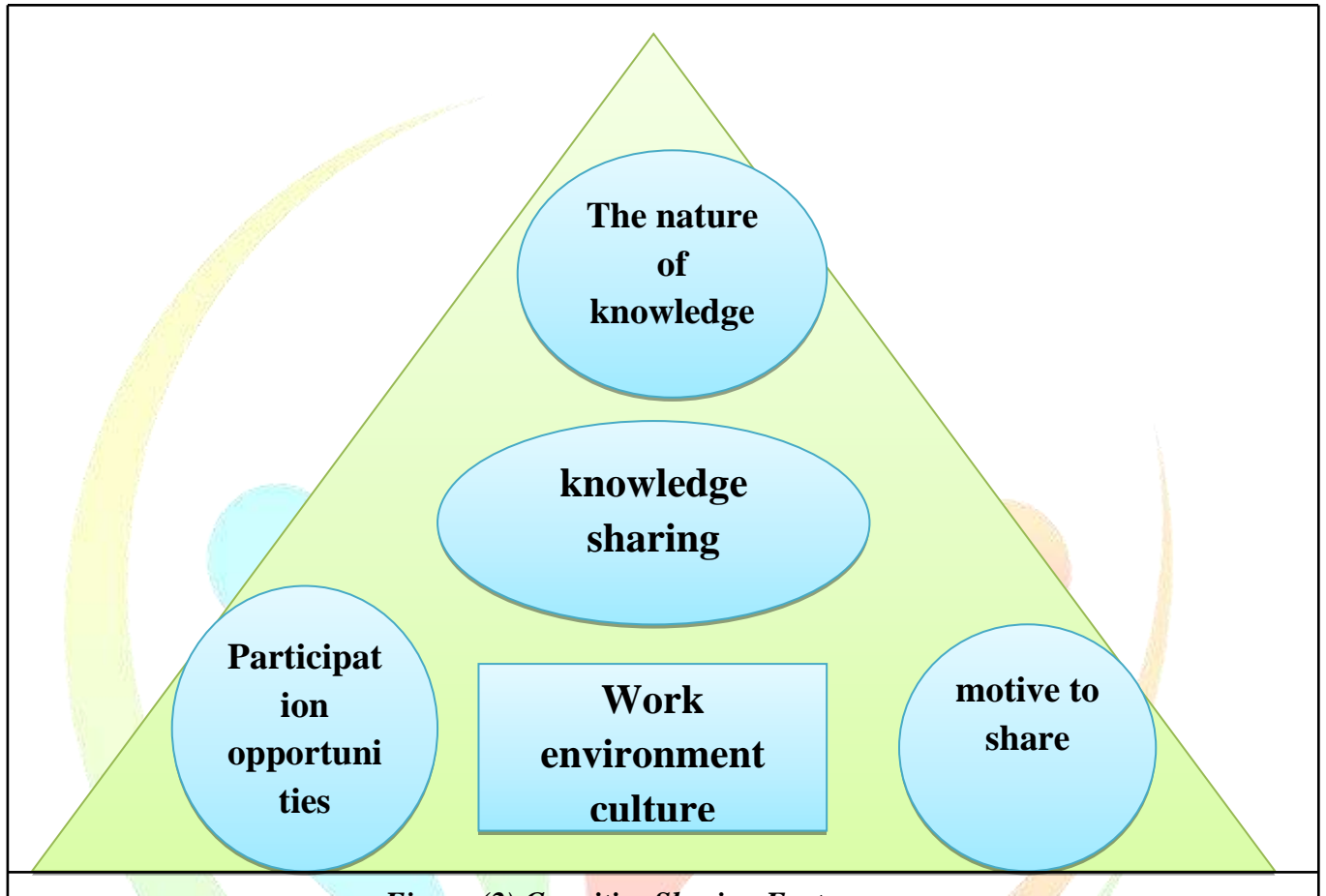
a. formal opportunities. It includes training programs, structured work and teams, and technology-based systems that facilitate knowledge sharing.

b. Informal opportunities: These include personal relationships and social networks that facilitate learning and knowledge sharing.

4. Work environment culture: the knowledge culture is reflected in the values, principles and practices of the organization and these values determine the practices of the organization, as the success of knowledge management depends on the existence of a knowledge culture that supports that process, the factors described above are important for

understanding the way in which knowledge is exchanged between individuals and all these factors Affected

by the culture of the work environment, As shown in the figure below:



*Figure (2) Cognitive Sharing Factors*

**Source:** Bellefroid; Bart (2012), "The New Way Of Knowledge Sharing ", Master Thesis , Business Informatics , Utrecht University , Institute Of Information And Computing Sciences Center Of Organization And Information. P23.

**DIMENSIONS OF KNOWLEDGE SHARING:**

1- The individual dimension: the study focused on individual factors as one of the conducive factors to knowledge sharing. Individual factors are one of the most important promoters of knowledge sharing work in organizations. These factors

include awareness, personality, motivation, self-efficacy of knowledge and enjoyment of helping others, among others (Atif, 2015:9).

2- The organizational dimension: the organizational dimension includes all the processes of acquiring, organizing, reusing, and transferring knowledge based

on experience that falls within the organization and making knowledge available by others in all business through the support of senior management, and many studies have proven that knowledge sharing is necessary. Because it enables organizations to improve their level of performance, and reduce redundant training and learning efforts.

**3- The technological dimension:** Organizations that focus on enhancing knowledge sharing within organizations tend to offer data sharing platforms through which individuals can exchange their ideas and information electronically and which can also be accessed by other individuals (Naeem, 2019: 261).

### **Organizational Excellence:**

This group appears in the group of basic values and concepts that appear in it, and signs, signs, signs, signs, signs, signs, signs, signs, signs, signs, therefore, it is related to institutional work to achieve excellence in the organization, achieving superior business results (Mann, et al., 2015 : 30), Organizational Excellence is defined as “continuous efforts to establish an internal framework of standards and processes aimed at engaging employees and motivating them to provide products and services that meet customer requirements within business expectations (Abdussalam , 2020: 64).

In a different opinion, it was presented as an organizational commitment to the sustainable development of sustainable organizational performance, through the development of organizational culture, work environment and human resources (Golmohammadi, 2016: 1284).

From the researcher's point of view and in view of the above, we see excellence as a holistic and comprehensive concept that cannot be divided to create in a specific field without the other. It is an integrated and comprehensive approach through which the organization can excel with its own resources, capabilities, capabilities and skills, or in issuing decisions, implementing plans and practices. And the systems, events and practices it adopts that distinguish it from other organizations, so that its goal is to provide the best that it has over its counterparts to satisfy customers, rather exceeding their expectations, and achieving excellence in what it offers, whether to customers, society and the environment, through which the competitive advantage can be achieved.

### **Organizational Excellence Objectives:**

The importance of organizational excellence lies in its ability to find and invest opportunities to encourage the organizational climate, as well as to effectively confront various problems at



work, meaning that organizational excellence is the ability of organizations to provide opportunities for growth, development and investment, and to create conditions that stimulate the detection and correction of performance problems as well as confronting them effectively (Wageeh,2016:59).

Organizational excellence frameworks provide the necessary support for organizations to face a future based on growth, improvement and sustainable development. The sustainable success of the organization depends on its ability to continuously build through building and integrating new and changing capabilities. However, organizational excellence is not a concept that organizations will achieve in the short term but rather an ongoing journey, with the expectation of truly impactful results in the medium to long term.

**Characteristics of organizational excellence:**

Eight characteristics of successful organization that lead to organizational excellence have been highlighted, as follows: (Jaroslav., 2018 :10)

1. Feeling of action: initiating action and offering solutions to each difficulty and accept failure.

2. Proximity to the customer: This dimension is considered the most important and most important characteristic of any successful organization. The mission of the organization should focus more on the demands and needs of customers.

3. Entrepreneurship and Independence: Peters Waterman stated that organizations should implement new and innovative programmes. This is achieved through ease of communication, decentralization of work, freedom and no obstacle when interacting with each other.

4. People Productivity: The focus is on employees as the center of the organization to enhance benefits and productivity gains. It is also believed that employee empowerment is the most important element that positively affects productivity and quality.

5. Driven by value, hands-on: in the value of the system, the belief of the organization must be investigated .

6. Stick to the main task: Peter Waterman's view is to focus on the main task

7. Lean Employees, Simple Form: The work structure and condition within the organization are important to a successful company where there is awareness of the work procedures of the employees.

8. Simultaneously Unconstrained:

Successful organizations are organizations that embrace centralization and decentralization at the same time; It is said that flexibility is the basis of coexistence.

**Organizational Excellence Requirements:**

Experts recommend focusing on eight requirements if organizations seek to survive and achieve agency excellence: (Jaroslav, 2018:50)

1. The ability to make customers happy.
2. Access results from vision and strategic planning.
3. Creating a culture that fits everyone's values.
4. Understand and integrate both leadership and management.
5. Attention to engagement and emotion.
6. The ability to maximize performance.
7. Measure progress.
8. Manage changes.

The following figure shows a number of pillars of organizational excellence:



Source: is prepared by the researcher.

**Figure (2) Pillars of Organizational Excellence**

**Dimensions of organizational excellence:**

Most researchers in management agreed that there are several dimensions of organizational excellence, the most important of which are:

1.Strategic planning: The strategic planning is the process of developing and building long-term plans in a way that enables the organization to invest the opportunities that exist in its external environment and to face its threats and challenges by taking advantage of the organization's physical, human and financial resources (Wheelen,2012:30).

2.Customer Focus Most quality management models include a major component that focuses on customer focus and satisfaction. There are many obstacles that may prevent the successful improvement of the program, so the insufficient focus on the needs and requirements of customers is a major challenge for organizations.

3.Focusing on the workforce: Organizations that have a high-performance workforce, the administration is committed to and emphasizes developmental learning, openness to change, and promotes a culture of continuous improvement. For the purpose

of recognizing quality awards, those who evaluate organizations ask their leaders to explain their processes, to assess workforce capacity, recruit new employees with new skills, manage change, engage workforce, and develop employee careers. The MBNQA Standards for assessing employee development and employee learning include content on organizational core competencies, ethical business practices, knowledge management, and short and long-term action plans to achieve strategic goals (Arnold,2015:180).

4.Performance measurement and analysis: Includes performance metrics, and data analytics that inform the state of the essential procedures and systems that produce services or products for customers.

5.Focus on Operations: Managers manage operations at the micro or macro levels and include factors such as inputs, outputs, suppliers, process steps, customers, and process measurement.

6.Organizational results: Organizational results detail the outputs of organizations, which represent the results of the company and the results of other operations in it.

## APPLICATION SIDE:

*Table (1) results of the descriptive analysis and the arrangement of the variables and their dimensions according to the relative coefficient of variation.*

Table (1)

order	effect size	T-test	relative importance%	coefficient of variation	standard deviation	mean	Variables
<u>the first</u>	<u>0.332</u>	<u>53.579</u>	<u>78.8</u>	<u>8.42</u>	<u>0.332</u>	<u>3.94</u>	knowledge sharing
3	0.480	36.154	78.4	12.21	0.479	3.92	individual dimension
2	0.410	36.855	76	10.78	0.410	3.80	organizational dimension
1	0.272	76.747	82	6.63	0.272	4.10	technological dimension
<u>The second</u>	<u>0.462</u>	<u>37.754</u>	<u>78.4</u>	<u>11.78</u>	<u>0.462</u>	<u>3.92</u>	Distinguish organizations
5	0.598	25.639	76.2	15.66	0.597	3.81	Strategic Planning
6	0.661	33.514	83.4	15.85	0.661	4.17	Focus on the customer
2	0.443	38.665	78	11.35	0.443	3.90	Focus on the workforce
1	0.386	47.307	79.2	9.74	0.386	3.96	Measurement, analysis and knowledge management
3	0.443	18.432	68.6	12.91	0.443	3.43	Focus on operations
4	0.607	39.149	85	14.25	0.606	4.25	business results

Source: SPSS V.28 program output.



The effect of adaptive leadership and its combined dimensions on knowledge sharing (n = 358).

Table (2) The effect of knowledge sharing with its combined dimensions on organizational excellence (n = 358).

Table(2)

organizational excellence							independent variable
F	T	Sig	A R <sup>2</sup>	R <sup>2</sup>	β	α	
281.494 (0.000)	12.872	0.000	0.702	0.705	0.661	0.333 (0.109) (1.607)	individual dimension
	2.752	0.006			0.177		organizational dimension
	1.427	0.154			0.080		technological dimension

Source: SPSS V.28 program output.

**CONCLUSIONS:**

The mobile telecommunications company showed its interest in the individual, organizational and technological dimension, in a way that improves the level of knowledge sharing in them, through the contribution of personal knowledge and ideas of co-workers and enabling them to complete difficult and new tasks, resulting from their desire to share knowledge with everyone.

Therefore, Asiacell for mobile communications invested the results of its business through knowledge sharing to improve its level of organizational excellence, by setting policies that improve its financial position, and obtain the

satisfaction of its customers by providing high quality services.

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