



Available online at <http://jeasiq.uobaghdad.edu.iq>
DOI: <https://doi.org/10.33095/q7n3x690>

Knowledge Sharing and Its Impact on Organizational Performance- An Analytical Study in the Directorate of Education, AL- Karkh First, Baghdad

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Received: 13/9/2024 Accepted: 30/9/2024 Published Online First: 1 /12/ 2024



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Abstract:

Purpose: The current research aims to identify the impact of knowledge sharing on organizational performance with a sample in the Ministry of Education/ the Directorate of Education of First Karkh.

Theoretical framework: Knowledge sharing is one of the key factors that contribute to improving organizational performance through exchanging of knowledge and experiences among employees. It highlights the importance of this process in developing and improving performance in a changeable environment.

Design/methodology/approach: This study was conducted in the Directorate of Education, First Karkh, Baghdad, with 187 legitimate questionnaires that were analyzed using superior statistical techniques.

Findings: Knowledge sharing significantly influences organizational performance and confirms both main hypotheses and sub-hypotheses.

Research, Practical & Social implications: Recommendations include improving training programs, encouraging collaboration, motivating employees through rewards, and encouraging technology sharing.

Originality/value: This research emphasizes the important role of knowledge sharing in improving organizational performance within the business sector. It provides valuable insights into how e adopting knowledge sharing practices can strengthen productivity and crisis management in the Iraqi context.

Keywords: Knowledge Sharing, Organizational Performance, the Directorate of Education, First Karkh, Baghdad

JEL Classification: M12, M15, M19.

Authors' individual contribution: Conceptualization — M.H.F.; Methodology — M.H.F.; Formal Analysis — M.H.F.; Investigation — M.H.F. and M.Y.R.; Data Curation — M.H.F.; Writing —Original Draft — M.H.F.; Writing — Review & Editing — M.Y.R., and M.H.F.;

Visualization — M.H.F.; M.Y.R.; Supervision — M.Y.R., and M.H.F.; Project Administration —M.H.F.

Declaration of conflicting interests: The Authors declare no conflict of interest.

1. Introduction:

Knowledge is a source of organizational strength and a necessary resource for achieving optimal performance. Knowledge sharing is an important part of this, as creativity thrives in environments that encourage employees to exchange their knowledge and skills. This flexibility assists in adapting to changes, finding new solutions, and achieving better performance. The study shows the positive impact of knowledge sharing on organizational performance. The Directorate of Education of First Karkh in Baghdad faces obstacles such as weak administrative support for knowledge exchange processes, lack of incentives and rewards, and lack of needed technological infrastructure to facilitate sharing.

Knowledge has become a valuable commodity for organizations, making its creation, sharing, and consumption increasingly important. Organizations that develop and use their knowledge and information and encourage employees to use knowledge to achieve goals are considered successful (Zebardast et al., 2020). Organizational performance is the extent to which an organization effectively meets the needs identified by each stakeholder group through systematic efforts to achieve goals and continuous improvement in its capabilities (Soelton et al., 2021b).

The research followed the dimensions of information sharing which comprise leisure in helping others and managerial support. Organizational performance dimensions include (task delight and training). The research trouble centers around the query of ways understanding sharing affects organizational overall performance inside the directorate.

The importance of this research lies in addressing an important issue that helps an organization to function effectively, namely knowledge sharing. Knowledge sharing has been shown to have a positive impact on organizational performance, especially in service organizations operating in dynamic and innovative environments.

The study aims to look at the effect of understanding sharing on organizational performance in the Ministry of Education/ Directorate of Education of First Karkh in Baghdad. Additionally, it aims to spotlight the significance of expertise sharing in growing and improving overall workers' performance and to draw the eye of choice-makers in the Ministry of Education to the importance of this critical manner.

2. Literature Review and Hypothesis Development:

2.1. Knowledge Sharing concept:

Advances in the technology economy focus on economic growth and productivity. However, effective knowledge and information management became crucial for organizational success and adaptation in rapidly changing times due to changes in the knowledge economy (Liu et al., 2020).

Knowledge management refers to the methods and techniques that are used by an organization to manage its knowledge resources, produce valuable and relevant knowledge, and achieve its objectives (Obeso et al., 2020). Effective knowledge management along with diverse leadership skills is critical for better decision making and value and innovation development in organizations (Abubakar et al., 2019).

It encompasses the perceptions and attitudes of employees, formed through personal experience and their efforts to acquire knowledge. Sharing such tacit knowledge requires more motivation and effort comparing to explicit knowledge (Razmerita et al., 2016). Explicit knowledge is characterized by its complexity and storage in extensive knowledge repositories. However, it often lacks depth and context, which may require rewording or modification for a particular meaning (Novitasari et al., 2021). Knowledge sharing is considered an important function in knowledge management. This is an important behavior for growth and development,

which supports individuals in the organization by ensuring that valuable information and experiences are quickly passed on to the right people, thereby increasing organizational performance (Sawan et al., 2021). Knowledge sharing is important for the creation and dissemination of new knowledge within organizations.

It improves decision-making processes, improves efficiency, and helps the organization achieve its goals through learning and knowledge (Alves & Pinheiro, 2022). Knowledge sharing is an important process in knowledge management, aimed at creating new knowledge or applying existing knowledge by combining existing knowledge in a new way (Tompang & Yunus, 2018). Knowledge sharing among team members can positively influence team performance, flexibility, and innovation. Knowledge exchange enables team members to effectively use, apply, and create new knowledge (Tang & Marinova, 2020). Research shows that knowledge sharing can lead to the loss of intellectual property, and potentially to the loss of associated benefits. Reluctance to share knowledge can hinder teamwork and goal achievement (Jiang & Chen, 2021). Some employees view their knowledge as a personal asset and struggle to share it, affecting their abilities and negatively affecting themselves and their organization (Fullwood et al., 2019). Moreover, intellectual property protection may hinder knowledge sharing because individuals fear that their contributions will be unduly recognized (Zawawi et al., 2011).

Knowledge sharing encompasses many areas, with no universally agreed framework; The researchers examined these hypotheses based on specific cases. This study builds on the model developed by Alhawary et al., (2017) for two main reasons.

- (1) it provides a complete theoretical attitude on all factors.
- (2) its dimensions align with the examiner's context and surroundings.

2.2. Knowledge Sharing Dimensions:

Enthusiasm for helping others is an important aspect of knowledge sharing and is considered a behavior with high positive benefits for organizations (Obrenovic et al., 2020). This requires motivated and positively engaged individuals to contribute their knowledge and skills to others. Employees who help others may voluntarily exchange knowledge (Mustika et al., 2022). Self-efficacy, as defined by Bandura (1977), is an individual's belief in his/ her ability to successfully achieve psychological goals. It is described as an intrinsic and permanent motivation for productive and creative individuals. Self-efficacy reflects confidence in their ability to complete specific tasks and includes the ability and attitude to share knowledge (Asada et al., 2021). This is an important aspect of motivation, as individuals who believe their skills can solve complex problems are likely to have higher self-perceptions, which increases their willingness to share knowledge (Rese et al., 2020). Support for executive management is an important factor influencing organizational competence. The study found that it is important for management to provide the necessary support to create a supportive cultural environment. This support effectively affects knowledge sharing, both in terms of knowledge transfer and knowledge accumulation (Alhawary et al., 2017). It also increases employees' willingness to share knowledge with colleagues by encouraging and facilitating knowledge exchange and motivating employees to contribute their knowledge and experience (Youssef et al., 2017). The reward system is an important factor affecting the willingness of employees to share knowledge. Rewards and incentives, whether monetary (e.g., salary increases, bonuses) or nonmonetary (e.g., prestige and job security), motivate individuals to engage in knowledge exchange (Akosile & Olatokun, 2020). A well-structured reward system can enhance knowledge within the organization by recognizing the skills and contributions of employees, thus encouraging knowledge sharing (Tan et al., 2010). ICT tools, such as the Internet and instant messaging, play an important role in knowledge sharing by facilitating the exchange of information between individuals within an organization (Yao et al., 2020).

2.3. Organizational performance concept and dimensions:

Organizational performance involves transforming inputs (materials and capabilities) into outputs (goods and services) to achieve desired outcomes and is divided into two main dimensions: efficiency and effectiveness (Hurduzeu, 2015). Organizational performance refers to how well an organization meets the needs defined by each stakeholder group through systematic and continuous improvement efforts to achieve its objectives (Soelton et al., 2021b). It reflects the ability of the organization to effectively manage its operations and contribute to organizational success, including customer satisfaction and retention (Penpokai et al., 2023). Performance is an important multidimensional measure of organizational development, and the main factors affecting performance are organizational capabilities, learning, resources, leadership, and vision (Taşlıyan et al., 2018). In recent decades, organizations have shifted their focus from traditional financial indicators to more comprehensive metrics to performance measurement models that incorporate human, operational, social, and environmental factors (Ong et al., 2019). Initially, in the early 1980s, the focus was solely on economic development aimed at increasing the wealth of shareholders. In the early 1990s, interest expanded to other stakeholders such as employees, customers, and suppliers, resulting in a wider range of business models. Increasing pressure from multiple stakeholders and global competition required detailed performance data. Until the early 21st century, business models were designed to include economic, environmental, and social factors beyond purely economic considerations. Current organizational performance includes a mixture of financial and non-financial indicators, such as learning, growth, job satisfaction, service quality, productivity, innovation, and competitiveness, to assess whether an organization is performing on productivity, strategy, and strategic internal or positioning (Singh & Srivastava, 2016). Researchers increasingly use composite theories that combine economic and business theory to provide flexibility and extension in business analysis (Couprie, 2024). Organizational performance measures how well the organization is achieving its planned results by comparing actual results with established goals, showing the difference between actual planned performance. This function contains metrics and different dimensions that are appropriate for the organization under study (Mwanza et al., 2023). Job satisfaction plays an important role in organizational performance, with the notion that satisfied employees perform better being widely accepted. For example, Vroom (1964) found that employee performance is a natural consequence of satisfying individual needs in an organization, and organizations that satisfy their employees have high-performing employees. Moreover, research shows relationships where job satisfaction affects life satisfaction (Dugguh & Dennis, 2014). Bakotić, (2016) identifies several reasons why job satisfaction is important to improve organizational performance, including increased commitment and decreased performance, identification of strengths and weaknesses in the workplace, greater loyalty, and the ability to provide high-quality services. Organizational commitment is a positive evaluation by individuals of the organization and its goals and represents the relationship between employees and their organization, including feelings of belonging and loyalty (O.O et al., 2014). When employees feel that the success of their organization matters to them, it increases their commitment to their job and helps the organization achieve its goals. Commitment can be enhanced through promotions, rewards, recognition, and involvement in decision-making (Akpa et al., 2021). It reflects how well individuals accept and align with the values and objectives of the organization, resulting in better performance (Hendri, 2019). Human resources are important in organizations, inputs are put together to achieve desired outcomes. Continuous training and development of staff is essential through well-established policies and procedures. Effective training and development are crucial to improve performance (Agqu & Ogiriki, 2014). Training enables individuals to perform their roles better, learn new skills, and progress to higher positions. However, the scope and quality of training varies greatly between organizations, influenced by factors such as external changes faced by the organization (Sheeba & Christopher, 2020).

2.4. Previous studies on knowledge sharing:

Research on knowledge sharing has revealed a variety of influences and contexts. (Khan & Rodriguez, 2023) examined how knowledge sharing and creative self-efficacy mediate the relationship between self-leadership and innovative work behaviors among 129 managers and 283 subordinates in the software industry in Pakistan, 2023. where an increase in knowledge sharing was found to strengthen this relationship.

In a different context, examined the effect of organizational justice on knowledge sharing in the Chinese telecom industry, and confirmed that communication and temporal justice facilitate knowledge sharing among 245 employees achieve significant improvement (Akram et al., 2017). Similarly, (HOA et al., 2020) studied the role of knowledge sharing in fostering innovation in the Vietnamese textile industry and found eight key factors such as wages and teamwork affecting knowledge sharing among employees 245 in 20 sectors well (HOA et al., 2020) was published. Although these studies are consistent in their focus on knowledge sharing, they differ in their geographic locations, sample sizes, and specific metrics used.

2.5. Previous studies on organizational performance:

The study of organizational performance reflects diversity and context across industries. Salman et al., (2020) examined the impact of employee competency on organizational performance in Indian banks and found that social skills significantly increase performance by promoting a positive working environment. This study, based on a sample of 325 employees, shares with the present study a focus on performance criteria but differs in the use of geographical data (Salman et al., 2020). Similarly, Tensay & Singh, (2020) examined the relationship between Human Resources (HR) systems, employee engagement, and organizational performance in Ethiopian government public service organizations, and found that HR and employee engagement positively impact performance positively. This study of 340 civil servants is consistent with current research on employment but differs in sample size and location (Tensay & Singh, 2020). On the other hand, Beauty & Aigbogun, (2022) examined the impact of leadership style on organizational performance at Turn all Holdings in Harare and confirmed that transformational leadership has a significant positive impact on employee performance. A study based on a sample of 255 employees uses the same performance measures but differs in the leadership style and environment (Beauty & Aigbogun, 2022).

2.6. The justifications and importance of research:

The rationale for the study was to evaluate the different mechanisms of knowledge sharing (e.g., enthusiasm, self-efficacy, executive support, organizational rewards, and IT) and organizational performance (e.g., job satisfaction, work commitment, and training). The researchers believe that the research needs to be effectively implemented. The unique combination of these variables in one study in the Iraqi context, specifically in the Ministry of Education, Al-Karkh I; and the novelty of applying these interacting variables to a previously unexplored research setting.

3. Methodology:

3.1. Research Population and Sample:

The study community and sample were selected from the Directorate of Education of the First Karkh district in Baghdad as an application point. The researchers used the random sample method to distribute 200 questionnaires to executive officials in companies, company managers, and employees from a total community of 400 individuals. The researchers obtained 187 valid questionnaires for measurement.

3.2. Data Analysis Techniques:

This study used several statistical techniques including average, standard deviation, coefficient of variation, Cronbach's alpha, data distribution test, Pearson correlation coefficient, simple linear regression to obtain results at very high accuracy and representative and heard the relationship between the variables underlying relative analysis. The researchers also used Excel 2019 and SPSS software to analyze the questionnaire.

3.3. Research Limitations:

- ✓ Human Limitations: The study was conducted among a sample of Ministry of Education employees, specifically the Directorate of Education of First Karkh in Baghdad.
- ✓ Geographical Restriction: The geographical restriction was limited to the Directorate headquarters in Baghdad.

3.4. The hypothetical research framework:

The hypothesized research design was designed to identify the relationship between the main and underlying variables and the dependent variable could be shown to be shared knowledge, with an interest in helping others, effective use of actual knowledge, top management support, organizational compensation, and ICT use (Alhawary et al., 2017). The dependent variable is organizational performance, which includes subscales of job satisfaction, job commitment, and training as well as development (Mwanza et al., 2023).

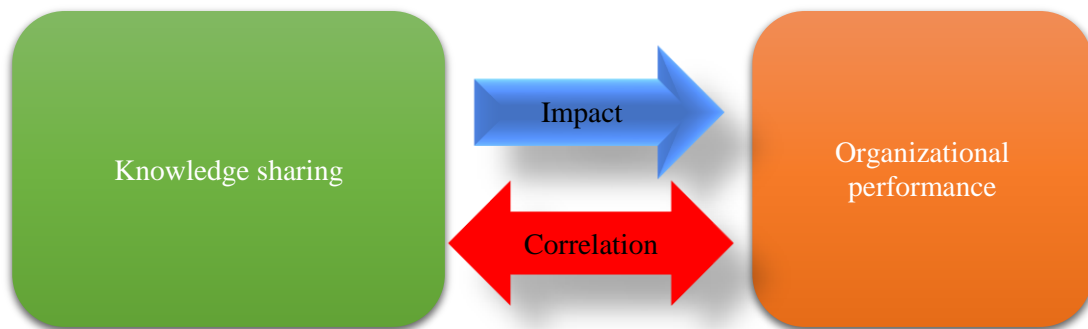


Figure 1: The Research Model.
The source: Prepared by the researchers.

4. Results:

4.1. The Normal Distribution Test:

The Kolmogorov-Smirnov test was used to assess the normal distribution of data for knowledge sharing and organizational performance variables. The results showed that the error probability for both variables exceeded the statistical significance level of 0.05, indicating that the data follow a normal distribution, as detailed in Table 1.

Table 1: The Normal Distribution Test for the Variables

Variable	Test Statistic	N	Error Probability
Knowledge Sharing	.054	187	.091
Organizational Performance	.059	187	.097

The source: Prepared by the researchers based on the results of the SPSS program.

4.2. Reliability Coefficient:

Cronbach's Alpha changed into used to assess the stability and internal consistency of the questionnaire. An excessive reliability rating (above 70%) indicates steady effects. For the look at variables- knowledge sharing and organizational performance , the reliability coefficients have been as follows: Knowledge Sharing had a coefficient of 0.903, demonstrating its size validity and result reproducibility. Organizational performance had a reliability coefficient of 0.818. The average reliability coefficient for the questionnaire became 0.927.

4.3. The Descriptive Analysis of Research Variables:

This section aims to analyze and describe the questionnaire items, dimensions, and variables to show their variation and distribution within the Department of Education. The used statistical methods include the coefficients of variation for assessing variability in questionnaire items, dimensions, and variables. Furthermore, the average and standard deviation used to represent the main characteristics and the spread of sampling concepts.

Table 2: Provides an analysis of the dimensions for the Knowledge Sharing and Organizational Performance variables (n = 187).

Concepts	Average	Standard Deviation	Variance Coefficient
Enjoyment in helping others	3.928	0.692	17.62%
Knowledge self-efficacy	3.781	0.721	19.07%
Top management support	3.517	0.704	20.01%
Organizational rewards	3.414	0.647	18.95%
The use of information and communication technology	3.165	0.821	25.95%
Knowledge Sharing	3.561	0.568	15.96%
Job satisfaction	3.109	0.740	23.79%
Work commitment	3.065	0.754	24.61%
Training and development	3.158	0.648	20.52%
Organizational Performance	3.111	0.571	18.37%

The source: Prepared by the researchers based on the results of the SPSS program.

Enjoyment in helping others: The average was 3.928, indicating a high level of enjoyment. The standard deviation was 0.692, indicating moderate variability in response, while the coefficient of variation was 17.62%, indicating moderate variability in sample opinions.

The Knowledge Efficacy Scale: " The average score was 3.781, indicating good confidence in self-efficacy. The standard deviation was 0.721, which means the average variation in responses, and the coefficient of variation was 19.07%, showing moderate differences in perspectives.

Top management support: The average for "Top management support" was 3.517, indicating moderate support. The standard deviation was 0.704, indicating significant variation in perspective, and the coefficient of variation was 20.01%, indicating considerable variability across participants.

The component of organizational compensation: The average of "organizational compensation" was 3.414, indicating moderate satisfaction with compensation. The standard deviation was 0.647, indicating variability in responses, and the coefficient of variation was 18.95%, indicating moderate variability in sample opinions.

The use of information and communication technologies: The average of "the use of information and communication technologies" was 3.165, indicating a moderate use. The standard deviation is 0.821, showing a large variation in response variety, and the coefficient of variation was 25.95%, indicating considerable variability across perspectives.

The knowledge sharing variable: The average of "knowledge sharing" was 3.561, indicating good sharing. The standard deviation was 0.568, indicating low variability in responses, and the coefficient of variation was 15.96%, indicating relatively low variability across perspectives.

The job satisfaction scale: The average of "Job satisfaction" was 3.109, indicating a moderate level of satisfaction. The standard deviation was 0.740, indicating significant variation in the responses, and the coefficient of variation was 23.79%, indicating a large variation in perspective

Work commitment: The average of "Work commitment" was 3.065, indicating moderate commitment. The standard deviation was 0.754, indicating a high degree of variability in the responses, and the coefficient of variation was 24.61%, indicating a high degree of variability in participants' perceptions.

Training and development: The average for "Training and development" was 3.158, indicating a moderate level of training. The standard deviation was 0.648, indicating the average variability in responses, and the coefficient of variation was 20.52%, indicating moderate variability in intention.

The organizational performance variable: The average of "Organizational Performance" was 3.111, indicating moderate performance. The standard deviation was 0.571, reflecting variability in responses, and the coefficient of variation was 18.37%, reflecting moderate variability in sample opinions.

4.4. Testing the First Main Hypothesis:

The purpose of this section is to test the validity of the first main hypothesis that predicts a statistically significant positive relationship between knowledge sharing and organizational performance. The test results in Table 3 show that the Pearson correlation coefficient tested to measure the strength of this relationship reaches a value of 0.753**. This showed a strong positive relationship. The results also show that the probability value of this test is 0.000, which is well below the accepted level of statistical significance of 0.05. This clearly indicates a positive relationship between knowledge sharing and organizational performance. Based on these results, the first basic hypothesis is adopted.

Table 3: Pearson Correlation Values between Knowledge Sharing and Organizational Performance

Variables	Knowledge Sharing	
Organizational Performance	Correlation	0.753**
	Sig.	0.000
	N	187

The source: Prepared by the researchers based on the results of the SPSS program.

4.5. Testing the Second Main Hypothesis:

The second main hypothesis assumes an effect of knowledge sharing on organizational. See Table 4. The evaluation suggests that the cost (α = zero.415) represents the minimal value of the organizational performance variable. Furthermore, the values of β = zero.757 suggest high-quality impact of knowledge sharing on organizational performance. The coefficient of dedication (R^2) represents a fee of 0.567, indicating that 56.7% of the variance in organizational performance may be explained through Knowledge Sharing, whilst the remaining forty-three. 3% is attributed to different variables out of doors the take a look its scope. The relationship between knowledge sharing and organizational performance is represented through the following equation:

$$\text{Organizational Performance} = 0.415 + 0.757 * \text{Knowledge Sharing}$$

If the test value is $F= 242.220$, there is a statistically significant effect of knowledge sharing on organizational performance. Because the significance of the test is 0.000, which is less than the accepted level of statistical significance (0.05) and thus the second basic assumption is accepted.

Table 4: The Results of the Impact of Knowledge Sharing on Organizational Performance

Variables	Knowledge Sharing			
	α	β	$t(\beta)$	Sig. $t(\beta)$
Organizational Performance	0.415	0.757	15.563	0.000
	R^2		F	Sig.F
	0.567		242.220	0.000

The source: Prepared by the researchers based on the results of the SPSS program.

5. Conclusions:

The performance outcomes reveal a high level of enjoyment in assisting colleagues, indicating a positive and diverse range of perspectives. Confidence in knowledge effectiveness is also strong, showing a moderate variation in viewpoints. Support from upper management is moderate, but ideological differences are noticeable. Regarding organizational rewards, the findings suggest moderate satisfaction with some diversity in opinions. The use of information and communication technologies demonstrates a wide variety of perspectives, and knowledge sharing is generally effective, with minimal fluctuations in views.

In terms of job satisfaction, there is a moderate trend with significant variation in opinions. Job commitment, however, shows a declining trend, accompanied by notable differences in attitudes. Training and development are at a moderate level, with varying perspectives across the organization. The overall performance of the organization is trending downward, reflecting a negative shift in perceptions.

Importantly, the analysis demonstrates a strong, positive, and statistically significant relationship between knowledge sharing and organizational performance. This highlights the substantial impact of knowledge sharing on enhancing organizational performance, with knowledge sharing explaining a considerable portion of the variance in performance outcomes.

6. Suggestions:

To enhance organizational performance and activate knowledge sharing, it is essential for top management to provide greater support by adopting policies that encourage employees to exchange knowledge and experiences. Improving reward and incentive systems will assist motivate employees to actively participate in knowledge sharing, thereby increasing job satisfaction and work commitment.

Investing in information and communication technology infrastructure is crucial to enable efficient knowledge exchange, ensuring employees have access to the right tools for collaboration. In addition, expanding training and development opportunities will raise employee competencies and encourage the application of acquired knowledge to improve organizational performance.

It is important to address the disparity in employee commitment by identifying the causes of low commitment and implementing strategies to enhance it through improved working conditions and greater support for career development. Fostering an environment that encourages diverse opinions, and innovation will further contribute to enhanced organizational performance.

Regularly reviewing organizational performance evaluation mechanisms may ensure alignment with evolving needs and maximize the benefits of knowledge sharing. Building a culture that prioritizes continuous knowledge exchange among employees should become a core value of the organization. Furthermore, implementing a continuous monitoring system to measure the impact of knowledge sharing on organizational performance may help identify areas that require improvement and development.

Authors Declaration:

Conflicts of Interest: None

-We Hereby Confirm That All The Figures and Tables In The Manuscript Are Mine and Ours. Besides, The Figures and Images, which are Not Mine, Have Been Permitted Republication and Attached to The Manuscript.

- Ethical Clearance: The Research Was Approved by The Local Ethical Committee in The University.

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