

Mediating Role Of Knowledge Sharing In Relationship Between Organizational Culture, And Process Innovation: Case Study In Al-Furat Al-Awsat Technical University, Iraq

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Abstract:

In the presented study, the main aim is empirically examining the mediation role of knowledge sharing on the association between process innovations and organizational culture in the public Al-Furat Al-Awsat Technical University, which includes 11 technical colleges and institutes. The study sample consisted of 361 teachers working in the aforementioned university to collect self-reported perception-based data collected through standard questionnaires. The Structural Equation Modelling (SEM) has been utilized for analysing data. The study has discovered considerable positive impacts of organizational culture (OC) on each of knowledge sharing (KS) and process innovation (PS). Organizational culture has also been discovered to substantially influence teacher's process innovation. Moreover, the data analysis has proved that knowledge sharing had the impact of a mediator in the organizational culture–process innovation correlation. The present study is critically important due to the fact that it has not merely verified the results of previous studies on the subject, but took part to enhance the body of knowledge on the subject as well. The findings might be helpful to the policy makers and the practitioners in applying knowledge on the field of education for expanding theoretical perspectives on Al-Furat Al-Awsat Technical University teachers' process innovation and outlining of policies at appropriate levels. The study concludes by citing certain limitations related to the study as well as some suggestions for future researchers.

Keywords: Organizational Culture, Knowledge Sharing Process Innovation, Al-Furat Al-Awsat Technical University, Teachers, IRAQ

1. Introduction

Organizational capacities concern an Organization's capability to join distinctive resource types, particularly firm - explicit knowledge typified in their representatives so as to make new resources which empower companies, to accomplish and support their upper hand. Organizational capacities are seen as a sort of key asset¹ since they are uncommon, profitable, matchless, non-tradable, and non-substitutable². The key job of innovation in dealing with the vulnerability of facing organizations and creating added value is getting to be perceived as

¹ Foss, Nicolai J., ed. "Resources, firms, and strategies: a reader in the resource-based perspective". Oxford University Press on Demand, 1997.

² Barney, Jay. "Firm resources and sustained competitive advantage." *Journal of management* 17.1 (1991): 99-120.

highly important just like the dynamic knowledge abilities supporting it³. Organizational culture was perceived as an essential determinant inside innovation and needinf to more readily comprehend this relationship or process is a fundamental essential to supporting it in a progressively organized and orderly way. Knowledge Innovation process is the "Socialization" process through which a singular knowledge will be imparted or mobilized to different people. In view of the tacitness of individual knowledge is mobilized or imparted to other person. As a result of the tacitness related to the individual knowledge, the sharing process needs to share individual experience by perception or impersonation as opposed to documentation or articulation. For specialists who empahsize the process of creation, people are considered boundedly rational, and along these lines, even in the case when the inspiration issue that is related to knowledge sharing is settled, shared or mobilized knowledge prompts no new resource creation⁴. Culture is an idea in organizational life has come to be acknowledged, however there is as yet solid separation between those whant extremely conceptual all inclusive components of culture than can be estimated with studies and surveys and furthermore the individuals who need to examine the subtleties, subtleties and elements of specific culture by perceptions, meetings and intercessions⁵. A lot of order exists in the normal world we experience. The much of the significant part of the request we see on the Universe is there simply because we put it there. The school of human sciences stands another view in regarding to Culture and shared knowledge – not a people's custom and artifacts and oral conventions, however they should know so as to go about as they do, make the things they make, and translate their involvement in the particular ways they do. Universities have just been firmly established in Iraq System of Education. A more closer look at the present state of Universities in Iraq allows in seeing that organization culture development is an relevant hypothetical problem which has given too little consideration up to now. As Universities aim for meeting higher education standards, i.e., the gear set for higher education institutions, organization culture advancement methodology could be a proficient methods in invigorating their action and guaranteeing the enhancement of the study quality system. Knowledge is the most significance resource for the generation of market value and monetary rent. Knowledge is made by people who need to practice to be productive in knowledge creation and capacity. Innovation is a stage past imrovement, as Devenport differentiates the two process, Innovation is "the presentation of something new, Innovative idea, method, or device". Process innovation includes bringing about a universal consideration of new process into a bigger business process. It is an study of the whole process, as well as how the process meets the general goal of the business. It is proposed to expand productivity of whole business equation. This methodology does not have a characterized end, but rather takes a gander at distinguishing and eleminating reductant or useless process under the supposition of proceeded with enhancement. Devenport's structure for process innovation contain real stages:

³ Joe, Tidd, and Hull Frank Montgomery, eds. "*Service innovation: organizational responses to technological opportunities and market imperatives*". Vol. 9. World Scientific, 2003.

⁴ Annique, C. "Determinants of organizational innovation capability: development, socialization, and incentives." *Massachusetts Institute of Technology* (2000).

⁵ Schein, Edgar H. "*The corporate culture survival guide*." Vol. 158. John Wiley & Sons, 2009.

Identifying process for innovation, distinguishing change switches, creating process dreams, understanding existing process, planning and prototyping the new process⁶.

2.Literature Review

According to Hsiu-Fen Lin(2007) the study embarks to analyze the impact of certain factors (happiness in helping other people and knowledge self-efficacy), technology factors (information and communication technology use), and organizational aspects (top administration support as well as the organizational rewards) on the process of knowledge sharing and whether more prompts unrivaled firm innovation ability. The outcomes demonstrate that two individual factors (knowledge self-efficacy and satisfaction in the help of other people) in addition to single organizational factor (top administration support) essentially impact the processes of knowledge sharing⁷. The outcomes additionally demonstrate that representative eagerness to both give and gather knowledge empower the company to enhance innovation ability. – The discoveries of this study give a hypothetical premise, and at the same time can be utilized to break down connections amongst factors of knowledge sharing, which include empowering influences, processes, and firm innovation ability. From an administrative point of view, this study distinguished a few factors basic to fruitful knowledge sharing, also it talked about the ramifications regarding those factors for creating organizational methodologies which energize and encourage knowledge sharing⁸.

As per the study of Humzah(2018) The point of this study is examining the effect regarding two administration styles – Transformational and Authentic initiative on process and item innovation in Jordanian institutions of higher education. We additionally inspect the way the impact of those administration styles varies dependent on the degree to which knowledge sharing is winning standard in an establishment. We look at the proposed model in institutions of high education in the north of Jordan and use basic condition displaying (SEM) strategies for information examination. Discoveries uncover that Transformational authority and Knowledge sharing positively affect the imaginativeness of Jordanian institutions of higher education. Then again, Authentic authority demonstrates no support for imaginativeness in the higher education division in a non-western nation such as Jordan. What's more, knowledge sharing standards

⁶ Fowler, David N. "Innovating the standard procurement system utilizing intelligent agent technologies." NAVAL POSTGRADUATE SCHOOL MONTEREY CA, 1999.

⁷ Hsiu-Fen Lin, (2007) "Knowledge sharing and firm innovation capability: an empirical study", *International Journal of Manpower*, Vol. 28 Issue: 3/4, pp.315-332,

⁸ Nusair, et al. "The impact of transformational leadership style on innovation as perceived by public employees in Jordan." *International Journal of Commerce and Management* 22.3 (2012): 182-201.

essentially moderate the impact of Transformational authority yet showed no directing effect on the impact of Authentic initiative⁹.

As indicated by Al-Husseini, Sawasn, and Ibrahim Elbeltagi (2018) a study which is examining the impact of knowledge sharing on product and process innovation. Concerning the study, the main aim is recognizing the contrasts and similitudes between those effects out in the open and private Iraqi Institutions of Higher Education (HE). Blended methods approach has been directed utilizing 486 substantial reactions for testing the causal connections between innovations and knowledge sharing. At that point a subjective methodology has utilized for giving more knowledge of the discoveries from the quantitative stage with respect to the distinctions in the impact of the contemplated connections. Utilizing auxiliary condition demonstrating, the exploration discovered that knowledge sharing assumes critical job in improving innovation in both divisions. The multi-assemble SEM and the meetings uncovered contrasts between private and open HEI's in Iraq. Rules are created for scientists and in addition pioneers, and proof support utilizing knowledge sharing to improve innovation inside the higher education in creating nations. The discoveries and recommendations for future researches are talked about¹⁰.

According to Oliver(2018) " Innovation creation of something new that is used by purchaser". Innovation is to make something new reliant on need customers Innovation is the process of creating new ideas and setting them into preparing". Innovation is the process of made another idea and after that did¹¹.

As per Armando(2018) the impacts related to knowledge getting on the innovation execution in addition to the coordinating impacts related to the human resource management (HRM), to the extent agent upkeep and HRM practices, on the recently referenced relation. The results exhibit that knowledge getting decidedly impacts innovation execution and that HRM have a moderating impact in the association between innovation execution and knowledge anchoring. This arises from the doubt that the company's knowledge base lives in the overall public working for the company and that certain factors of HRM could impact innovation inside companies. Nevertheless, shortage of studies is evident in the field of examining the relation between HRM, knowledge anchoring and innovation execution under the open innovation point of convergence. The current study hopes to bridge this hole and support future researches via evaluating if the knowledge acquisition impacts innovation execution and if HRM has a moderating effect on such a relationship¹².

⁹ Elrehail, Hamzah, et al. "The impact of transformational and authentic leadership on innovation in higher education: the contingent role of knowledge sharing." *Telematics and Informatics* 35.1 (2018): 55-67.

¹⁰ Al-Husseini, Sawasn, and Ibrahim Elbeltagi. "The role of knowledge sharing in enhancing innovation: a comparative study of public and private higher education institutions in Iraq." *Innovations in Education and Teaching International* 55.1 (2018): 23-33.

¹¹ Olivier, Benny, and Nico Martins. "Organisational effectiveness in a metropolitan municipality: proposing and validating a model." *African Journal of Employee Relations* 42.1 (2018): 1-25

¹² Papa, Armando, et al. "Improving innovation performance through knowledge acquisition: the moderating role of employee retention and human resource management practices." *Journal of Knowledge Management* (2018).

2.1 Process Innovation

Development and Innovation are opposite sides of a similar coin. The process is driven by need and not by technology. They supplement one another and expand on one another, yet somehow or another are inconceivably different. Imaginative arrangements take care of an issue as well as do as such in view of target market. Astute innovation requires business to utilize each different kind of understanding get-together strategies or resources they can over what they are doing. Arranged Innovation is an intricate subject which has been dissected by researchers. The innovation phases could be examined via 2 different approaches. The first approach related to seeing the innovation phases from the perspective of general population that are changed, while the second approach is related to seeing it from the perspective of someone trying to transform another individual. First consider the view purpose of the person who is changed. Each individual, each gathering and each social organization essentially has a type of critical thinking process so as to make due in an evolving world. The most crude however some of the time the best, procedure for adapting to the change is do nothing: "It will pass", "These things travel every which way in cycles" A great arrangement of the "critical thinking" conduct in education is of this reflexive, experimentation assortment. There are the four stages is a choice to accomplish something, a functioning endeavor to characterize what the issue is, a look for potential arrangements; an utilization of at least one potential answers for check whether it will fulfill the need¹³.

2.2 Organizational Culture

Organizational Culture is considered as a zone in which reasonable work and grants have provided direction¹⁴. Various analysts verifiably view that Organizational cultures or in other words cultures where values are comprehensively settled upon and seriously endorsed¹⁵ as a predecessor to trust. Organizational culture can be defined as the case of basic supposition that specified group has made, discovered, or made in making sense of ways to adjust to its worry of outer adaption and Internal Integration which has been worked sufficiently commendable to be seen as authentic, and, as such, to be instructed to new people as a suitable way to deal with see, think, and feel in association with these issues. Organizational culture is a significant factor that impacts the way in which organizations prepare for and respond to crises conditions, and guide communication in the midst of those occasions.¹⁶ Organizations keep up culture via the Socialization process. Socializations in where new individuals are presented to desires, practices and values they ought to maintain to be effective in the gathering. Cultures are kept up by the process of socialization. Organizational Culture that systematizes the utilization of moral and useful practices, and that empowers the use of proper philosophies and standards. Culture are made by gatherings and culture is never-endingly being framed as in there is continually some sort of getting the hang of going on about how to identify with nature and to oversee interior

¹³ Havelock, Ronald G., and Steve Zlotolow. "The change agent's guide". Educational Technology, 1995.

¹⁴ Cameron, Kim S., and Robert E. Quinn. "Diagnosing and changing organizational culture: Based on the competing values framework." John Wiley & Sons, 2011.

¹⁵ O'Reilly III, et al. "People and organizational culture: A profile comparison approach to assessing person-organization fit." *Academy of management journal* 34.3 (1991): 487-516.

¹⁶ Ross, David L., and James A. Benson. "Cultural change in ethical redemption: A corporate case study." *The Journal of Business Communication* (1973) 32.4 (1995): 345-362.

issues. The fundamental presumptions which make up an organization's culture serve the auxiliary capacity of balancing out a great part of the inner and outer condition for the gathering, a stability which looked for as a safeguard against the nervousness which accompanies vulnerability and disarray¹⁷. While organizational culture is seen as an essential factor impacting organizational imaginativeness, other important pointers of organizational innovativeness are organization and size¹⁸. Various scholars and analysts contend that administration is the most important factor influencing innovation¹⁹.

2.3 Knowledge Sharing

Knowledge sharing makes a connection individuals and organizations via transferring knowledge residing with individuals to organizational-level in which it will be converted to economic and competitive value for the organization²⁰. In any case, knowledge sharing isn't a development that happens reliably inside organisation. Knowledge sharing is a dynamic procedure which is interceded by complicated factors existing at the organizational, social event and individual measurements²¹. Contrasting knowledge and power fueled the prospect that knowledge isn't really shared inside organizations and sufficient inspirations ought to be given to encourage the persons to share what they know with the others inside the organization. Shared understanding is a total method for dealing with and passing on relevant knowledge, as a method for collaborating. Knowledge is increasingly observed as a monetarily productive and its ownership is seen by individuals and other organization where they work²². The articulation knowledge is a power which is used frequently with respect to organizations. Issue of force that intervene the association between individuals connected with knowledge exchanges is moreover anyway to affect knowledge sharing behavior²³.

2.4 Organizational Culture and Knowledge Sharing

H1. Organizational culture of teachers positively affects their process innovation.

An effective University ought to have solid culture that can draw in, hold and reward individuals for performing and accomplishing objectives, wheres solid cultures are typically described by devotion and participation in the administration related to Common Values. The cultures incorporate knowledge sharing, particularly sharing knowledge and abilities which are procured by working environment learning. The working environment realizing, which comes from educational research center around the enhancement of practices and conditions of learning

¹⁷ Schein, Edgar H. "Organizational culture. Vol. 45. No. 2." American Psychological Association, 1990.

¹⁸ King, Nigel. "Modelling the innovation process: An empirical comparison of approaches." *Journal of Occupational and Organizational Psychology* 65.2 (1992): 89-100.

¹⁹ Shin, Junseob, and George E. McClomb. "Top executive leadership and organizational innovation: An empirical investigation of nonprofit human service organizations (HSOs)." *Administration in Social Work* 22.3 (1998): 1-21.

²⁰ Hendriks, Paul. "Why share knowledge? The influence of ICT on the motivation for knowledge sharing." *Knowledge and process management* 6.2 (1999): 91-100.

²¹ Andrews, Kate M., and Brian L. Delahaye. "Influences on knowledge processes in organizational learning: The psychosocial filter." *Journal of Management studies* 37.6 (2000): 797-810.

²² Brown, Reva Berman, and Martyn J. Woodland. "Managing knowledge wisely: A case study in organisational behaviour." *Journal of applied management studies* 8.2 (1999): 175.

²³ Yukl, Gary A. *Leadership in organizations*. Pearson Education India, 2013.

and instruction in work setting²⁴. Working environment learning can regularly be sorted as formal learning and casual learning²⁵. The formal learning might be considered as institutionally supported learning, while the casual learning is considered as any discovering which happens outside of a classroom²⁶. Organizational culture is a noteworthy component which decides the knowledge sharing practices of educators working in Higher educational areas, it additionally recognizes different parts of Communication, Organizational Culture, Trust, and Organizational Structure altogether impact the knowledge sharing practices of instructors working in the sector of HE. Mutual Trust, Free and Open communication and hindrance free organizational structure to encourage knowledge sharing practices of educators builds the process of Innovations. Culture is considered as additional aspect which has examined a critical effect on knowledge sharing behavior in Educational Organization. Notwithstanding the amount of strength the Educational Organization responsibility is to knowledge the board, it was discovered that the impact of Organization's culture are a lot more stronger.²⁷ Because of the specific complex nature and impact of culture, Educational culture is progressively viewed as a noteworthy boundary to viable knowledge sharing in Organizations²⁸

2.5 Knowledge Sharing and Process Innovation

H2. Knowledge sharing of teachers positively affects their process innovation

Empowering the Knowledge incorporates facilitating connections and conversations also as sharing local knowledge over an organization or past geographic and social outskirts. Knowledge is one of those ideas that is greatly significant, positive, promising and difficult to bind. Knowledge is a development of reality as opposed to something that is valid in any theoretical or universal way. The creating of knowledge isn't just a gathering of actualities however an extraordinarily human process that can't be decreased or effectively reproduced. Knowledge empowering ought to be however of in a round way; it is constantly gone for improving the knowledge creating potential of the company. The human mind is "hungry" for contribution from nature and absorption is the process by which an individual incorporates this data into his or her current encounters²⁹. Trust is an identity attribute which creates out of a perplexing arrangement of these relational and natural relationships.

Erikson(1999) is thinking about trust as a phase or part of early youth improvement, portrayed it as feeling beyond any doubt about how to get delight from the world. New

²⁴ Engeström, Yrjö, and Hannele Kerosuo. "From workplace learning to inter-organizational learning and back: the contribution of activity theory." *Journal of workplace learning* 19.6 (2007): 336-342.

²⁵ Garrick, John. "Informal learning in the workplace: Unmasking human resource development". Routledge, 2012.

²⁶ Berg, Shelley A., and Seung Youn Chyung. "Factors that influence informal learning in the workplace." *Journal of workplace learning* 20.4 (2008): 229-244.

²⁷ Ipe, Minu. "Knowledge sharing in organizations: A conceptual framework." *Human resource development review* 2.4 (2003): 337-359.

²⁸ Cox, Taylor. "Cultural diversity in organizations: Theory, research and practice." Berrett-Koehler Publishers, 1994.

²⁹ Von Krogh, et al. "Enabling knowledge creation: How to unlock the mystery of tacit knowledge and release the power of innovation." Oxford University Press on Demand, 2000.

knowledge starts with the person. Knowledge has turned into the focal factor of creation in developed nations³⁰. A solid educational organization vision, a culture developing learning and sharing of a typical knowledge base, a structure facilitating the wide utilization of individual and gathering knowledge, and authority that encourages learning are viewed as the determinants for creating a knowledge base organization. The development of knowledge by and large intrigue has incited an assortment of scholastic disciplines either to start to investigate the idea of dreams or to strengthen inquire about on the importance, work and illustrative power that dreams have in social process³¹. In building up the capability to prepare knowledge and make another knowledge for innovation for activation, organization plan or the executives practice that rouse knowledge sharing are very critical³² KS is considered as the building squares of productive execution at Universities and can assume a key job in upgrading their innovation execution, by differentiation the lack of knowledge sharing may result in diminish execution level and low quality of education. Educators wherever all through the world are looked with extending demands. For instance, they are increasingly considered responsible for students results, are looked with more noteworthy arranged assortment in their classrooms, and are depended upon to realize new educational and didactical standards in their preparation. Criticism still exists for mechanical course especially for its deficiency appeared differently in relation to look with face communication in return implied knowledge³³ despite the misinformed judgment of a couple of authorities that people will use the technology to share knowledge³⁴

2.6 Organizational Culture and Process Innovation

People have been talking about Organizational Culture for a significant long time. Culture is the aggregation of unwritten rules, standards and values that affect people's direct. With respect to Innovation, especially hazardous innovation, an Organization's Culture can be either rocket fuel or passing knell of an organization's ability to create and thrive. Organizations ought to in like manner explore the communication of the other key factors that can cover or support Innovation³⁵. Also as 'improve or pass on' is one of the mantras of the present economy, knowledge is increasingly seen as the key supporting resource. Convincing innovation which enhances the capability of an organization to stay forceful inside a flawed space requires the creation, get, assemble, sharing and use of knowledge and aptitude³⁶. The capability of an organization to 'learn' construes that knowledge should be used on issues and open gateways as they rise and is made through a consistent assessment of the way these reactions have influenced

³⁰ Kolb, David A. "Experiential learning: Experience as the source of learning and development". FT press, 2014.

³¹ Ward, Graham, ed. "The Blackwell companion to postmodern theology." John Wiley & Sons, 2008.

³² Myers, Paul S. *Knowledge management and organisational design*. Routledge, 2009.

³³ Geiger, Daniel, and Georg Schreyögg. "Narratives in knowledge sharing: challenging validity." *Journal of Knowledge Management* 16.1 (2012): 97-113.

³⁴ Han, Brent M., and Vittal S. Anantatmula. "Knowledge sharing in large IT organizations: a case study." *Vine* 37.4 (2007): 421-439.

³⁵ Kaplan, Soren. "Leading disruptive innovation." *Ivey Business Journal* 76.4 (2012): 1-4.

³⁶ Poole, et al. "Handbook of organizational change and innovation". Oxford University Press, 2004.

the organization and its working condition. Culture relies upon direct and the creative time of innovation requires the acts of examination, joint exertion and experimentation. As Joel Arthur Barker said "what's to come is important; it is the place we will spend the straggling leftovers of our lives." Innovation never stops and the company that stops creating will pass on. Phil Crosby used to say, "All work is a process", and genuinely, Innovation is a process³⁷. At the point when the customer opportunity has been found, the basic reasoning is the place a large number individuals see innovation as happening. Innovation incorporates the productive execution of imaginative idea³⁸. Organizational culture can be a lift for innovation. Pioneers must work to develop a commonplace vision, gather assent and manage the related weight that keeps running with change. The organization has an unrivaled probability than handle a creative culture. A higher section of risk adaptability inside organizations is in like route important for understanding innovation. The executives impact is important to beat the squares to productive change, which pioneers frequently understanding.

.2.7 Organizational Culture, Knowledge Sharing and Process Innovation

H4. Knowledge sharing mediates the positive affect of organizational culture on teachers' process innovation.

Knowledge sharing effectsly influences organizations, for instance, upgrading work execution, among which creative energy is apparently a champion among the most important parts. an organizational culture that created trust and communication ties. The advantages of innovation have been had every one of the reserves of being both thorough and suitable in the entire arrangement of Educational Sector. Organizational Culture, Knowledge Sharing and Process Innovation are interrelated. Innovation is to an incredible degree subject to the availability of knowledge and along these lines the multifaceted nature made by the blast of luxury and reach of knowledge must be seen and supervised. Knowledge Sharing structure will firmly affect innovation. As exhibited by (Ladd, Ward, 2002) who underlines the essentialness of workers shared vision in advancing of Knowledge Sharing and among organization culture³⁹. As shown by Dillenbourg, et al. (2009) who underscored the criticalness of communitarian working condition and delegates social relations in advancing of Knowledge Sharing and exchange among organizational individuals⁴⁰. Organization Culture is required for Performance innovation which enhances inventive practices and ingenuity of the overall public. The proximity of a typical vision inside the organizational setting as somewhat of a persuading key organization process may make a common conviction for organizational individuals to share their knowledge. The significance of some social trademark for historic Knowledge Sharing as a basic process.

³⁷ Chaffee, Ellen Earle, and Lawrence A. Sherr. "Quality: Transforming Postsecondary Education". ASHE-ERIC Higher Education Report No. 3, 1992. Publications Department, ASHE-ERIC Higher Education Reports, George Washington University, One Dupont Circle, Suite 630, Washington, DC 20036-1183 (Single copy prices, including 4th class postage and handling, are \$17.00 regular and \$12.50 for members of AERA, AAHE, AIR, and ASHE)., 1992.

³⁸ Merrill, Peter. "Innovation Never Stops: Innovation Generation—The Culture, Process, and Strategy". ASQ Quality Press, 2015.

³⁹ Intezari, Ali, and Nazim Taskin. "Knowledge Processes as Inter-related Entities in Knowledge Culture." *Proceedings of MAC-EMM 2015 in Prague* (2015): 31.

⁴⁰ Dillenbourg, et al. "The evolution of research on computer-supported collaborative learning." *Technology-enhanced learning*. Dordrecht, 2009. 3-19.

Knowledge Sharing has been found as a fundamental instrument to update innovation and Educational execution. The organizational culture yet despite affirm certain social characteristics that can support beneficial dissipating Knowledge Sharing. In the creation, sharing and application processes and knowledge assessment through the structure and use of proper instruments to attract delegates. This can improve organizational ability to change its needs and give better and sensibly reachable proposals for finishing is to exchange their stance, develop the culture of knowledge sharing, and encourage knowledge sharing with the whole organizational process, to use the human potential in organizations dependent on the distinction in organizational culture.

2. Research Framework

Ryan, Windsor, Ibragimova, and Prybutok (2010) considered the knowledge sharing as a pivotal factor of knowledge-based theory because the assumption that the main purpose of the existence of a firm is its excellent capability of transferring and integrating multiple knowledge paths in addition to applying the current knowledge to the tasks⁴¹. In addition, the researcher focuses on the studies on the organizational-level knowledge sharing (“Malhotra, Gosain&Sawy, 2005”), whereas a lot of knowledge sharing literature has been concentrating on individuals⁴². With reference to the knowledge-based view (KBV), there has been considerable attention given to incentives in the realization of innovation-related activities⁴³. There is disagreement between maximizing individual employees' material payoffs and the attainment creation of knowledge for the firm as its collective goal. There are multiple entities incorporating and implementing knowledge theory. These include organizational culture, policies, documents, routines, systems, and employees⁴⁴ (Grant, 1996). It is argued by knowledge-based view that knowledge functions as the basis of the competitive advantage of firms, and as a result, the main driver of the value related to the firm⁴⁵ (“Shao, Feng & Liu, 2012”). Focusing on the intangible resources owned by a firm, KBV suggests that such resources should be frequently renewed, reconfigured and redeployed for sustaining the competitive advantage⁴⁶ (Belkahla&Triki, 2011). The knowledge-based method focus on the new organizational trends and innovations, and has far-reaching management practice implications⁴⁷ (“Grant, 1996”). A firm's KBV posits the way they exist for creating, sharing, and capitalizing their knowledge theory.

⁴¹ Ryan, Sherry D., et al. "Organizational Practices That Foster Knowledge Sharing: Validation across Distinct National Cultures." *Informing Science* 13 (2010).

⁴² Wang, Kung, et al. "Knowledge Transfer, Knowledge-Based Resources, and Capabilities in E-Commerce Software Projects." *Journal of Global Information Management (JGIM)* 25.3 (2017): 63-80.

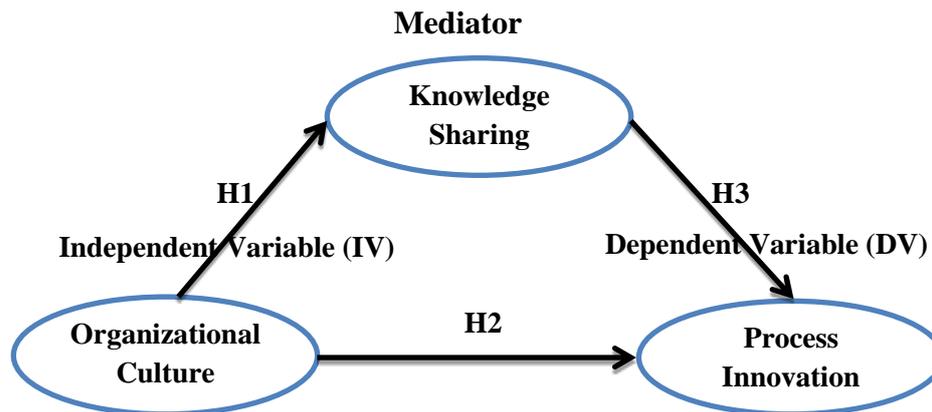
⁴³ Rashid, Amal Ghalib, and Zainal Ariffin Ahmad. "Assessing Impacts of Organizational Factors on Knowledge Sharing Behavior in Iraqi Textile Industry." *International Review of Management and Business Research* 5.1 (2016): 24.

⁴⁴ Grant, Robert M. "Toward a knowledge- based theory of the firm." *Strategic management journal* 17.S2 (1996): 109-122.

⁴⁵ Shao, et al. "The mediating effect of organizational culture and knowledge sharing on transformational leadership and Enterprise Resource Planning systems success: An empirical study in China." *Computers in Human Behavior* 28.6 (2012): 2400-2413.

⁴⁶ Taherparvar, et al. "Customer knowledge management, innovation capability and business performance: a case study of the banking industry." *Journal of knowledge management* 18.3 (2014): 591-610.

⁴⁷ Grant, Robert M. "Toward a knowledge- based theory of the firm." *Strategic management journal* 17.S2 (1996): 109-122.



3. Methodology

According to balanced stratified random sampling method, questionnaires have been circulated in a random way among (361) Professors And Assistant Professors, Lecturers, And Associates. Only 351 of 361 questionnaires have been completed and they were utilized for Structural Equation Model (SEM) analysis. The items of the survey have been adapted from existing instruments that have been utilized in past researches. For the present study, twenty-six items on a five-point Likert scale have been utilized for measuring responses. The 10 items of the organizational culture and knowledge sharing's 11 items were adapted from Gold, Malhotra, & Segars (2001). Finally, the five items of process innovation measurement were adapted from Hung, Lien, Yang, Wu and Kuo (2011).

4.1 Analysis

The Confirmatory Factor Analysis (CFA) has been performed by utilizing four factors indices. Normed Chi-Square and Root Mean Square Error of Approximation (RMSEA) must be less than 5 and .080 respectively, at the same time as incremental fit index (CFI) values and absolute fit index (GFI) should be bigger than .90 ("Hair, Black, Babin, and Anderson, 2010")⁴⁸. The procedure which is dedicated to evaluate the measurement model that has resulted in deleting terms according to the factor loadings which are < .40 ("Field, 2009"). According to the CFA tests, all of the three dimensions had sufficient model-to-data fit: normed Relative Chi-square (χ^2/df) less than .5; CFI value of more than .94; and RMSEA value which is below .080. In addition to that, this test evaluated the reliability and construct validity. Cronbach's Alpha measures the coefficient reliability that indicates the entire scale consistency ("Hair, *et al.*, 2010"), or the general questionnaire reliability (Field, 2009). The findings from this research showed all three dimensions had values of reliability of more than .80 which indicated that the questionnaire had reliability and consistency (Table 3). Based on Hair *et al.* (2010), a standardized factor loading must be .40 or higher, ideally .70 or higher, and provides sound proof of convergent validity. In the present research, all items had considerable factor loadings, the majority of them bigger than .60, which indicated sufficient convergent validity.

From the results of the analysis of confirmatory factor, it is shown that adequate measurement models are obtained from all the scales used in this study. This provides evidence for the

⁴⁸ Yu, Ching-Yun. "Evaluating cutoff criteria of model fit indices for latent variable models with binary and continuous outcomes. Vol. 30." Los Angeles: University of California, Los Angeles, 2002.

construct validity of the measures. The fit indices of the measurement models are given in Table (1), while Table (2) shows the constructs' descriptive statistics.

Table 1. Measurement Models Evaluation

Variables	χ^2	df	P	CFI	GFI	CMIN/df	RMSEA
Organizational Culture (OC)		14	.01	.977	.976	2.079	.056
Knowledge Sharing (KS)		14	.000	.949	.967	2.945	.075
Process Innovation (PS)		5	.028	.991	.985	2.518	.066

Table 2. Descriptive Statistics (N=351)

Constructs	Mean	Std. Deviation	OC	KS	PS	CR	AVE
Organizational Culture (OC)	37.943	5.736	1			88	72
Knowledge Sharing (KS)	42.41	5.645	.602**	1		92	84
Process Innovation (PS)	15.76	4.122	.534**	.456**	1	85	76

Note:**Correlation is significant at the .01 level (2-tailed),CR:Composite Reliability, AVE:Square Root of AVE.

4.2 Results

All hypotheses have been observed during the study of statistical significance and the path coefficients. According to the results which could be seen in Table 3, Hypothesis one is supported. According to the results which could be seen in Tables 3 and 4, Hypothesis two is supported. A considerable path coefficient of .38 ($p < .01$) exists from organizational culture to process innovation. Hypothesis three is considered supported from knowledge sharing to process innovation. According to the results in Table 4, it has been recognized that knowledge sharing have partially mediating effect between organizational culture and process innovation. So, hypothesis four is partly supported.

Table 3. Path Coefficients and Goodness-of-Fit

Path	Standard Path Coefficients (β)	C.R	P	Goodness-of-fit
OC \rightarrow KS	.63	8.09	***	p = .000 DF= 146 CFI = .933 GFI = .918 CMIN/df = 2.057 $\chi^2 = 309.209$ RMSEA=.055
OC \rightarrow PS	.38	4.88	***	
KS \rightarrow PS	.31	3.92	***	

Table 4. Summary of Significant Indirect Effect of Variables

Predictor Variables	Process Innovation				
	Direct Effect	H	Indirect Effect	H	Result
Organizational culture	.38	Sig	.2	Sig	Partial mediation

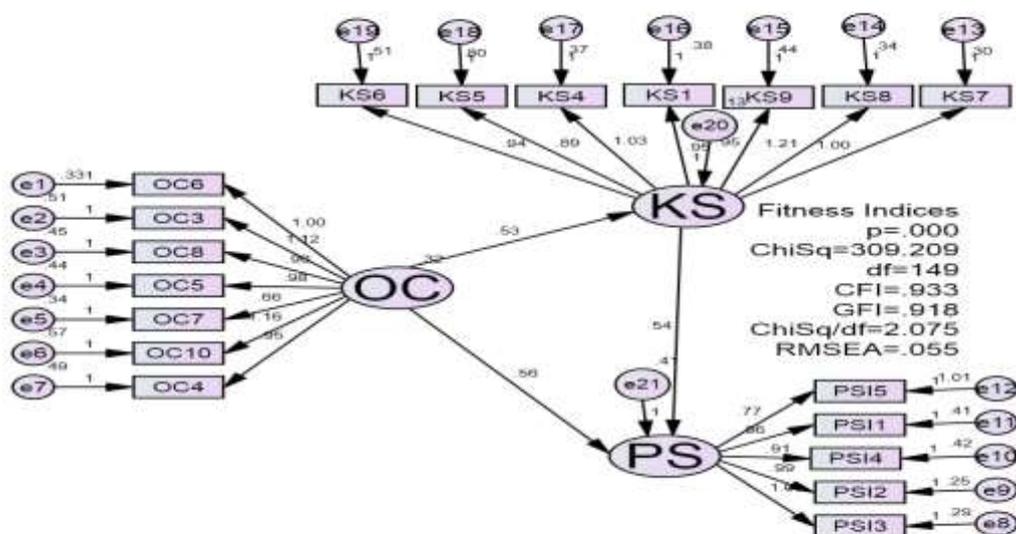


Fig 2: Structural Model

Discussion and Conclusion

The organizational culture concept, despite the abundance of literature, is still in the early developmental stages. The main aim of this study was to analyse how the organizational culture of teachers impacts two kinds of work outcomes: knowledge sharing and process innovation. The study made important contribution to the body of knowledge regarding the concept of organizational culture and its critical importance at individual and organizational levels. The study came out with many interesting results through SEM analysis that provided full support to all its major hypotheses. Organizational culture was found to highly contribute to the process innovation of teachers. This particular finding is in line with the arguments within education sector organizations that organizational culture is regarded among the most critical determinants of work-related innovation.

This study examines knowledge-sharing in the Al- Furat Al-Awsat Technical University based on the theory of knowledge-based view (KBV). The results show that significant organizational culture that affects the attitude of teachers towards knowledge sharing. The study gives out evidence for the positive impact that exists between organizational culture and behaviour pertaining to knowledge sharing. The results of the research coincide with the knowledge-based view of the company, emphasizing the importance of understanding the processes through which forms access and use knowledge which is possessed by its distinct members ("Grant, 1996").

Based on its findings, the study has some important implications and recommendations for both researchers and managers. Management of educational institutions needs to understand that teachers' organizational culture affects superiors and colleagues knowledge sharing, which in turn, critically influences their work outcomes. More importantly, they should be compelled to take part in on-the-job training and learning which also entails transference and capturing of knowledge. With respect to human skills, there must be an emphasis by the managers on employees' understanding of their own on jobs and those of others. They must focus on the development of employees' expertise which includes healthy interaction among the organizational members. All these factors in combination with the issues related to trust among employees assist firms in developing a strong organizational factor.

In conclusion, according to the survey that has been conducted among university teachers, the results have showed that organizational culture positively and significantly influence knowledge sharing, which is found to be an important mediating factor between organizational culture and process innovation. The results also show that the Al- Furat Al-Awsat Technical University should pay due attention to enhancing innovation and knowledge management practices.

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