

# PARTICIPATION ROLE IN SHARING KNOWLEDGE IN ACHIEVING ORGANIZATIONAL EXCELLENCE

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## ABSTRACT

*The current research tests the participation role in knowledge to achieve organizational superiority for sample of Ministry of Finance high leaders which consisted of (63) individual out of (75) individual , The analytical descriptive approach adopted in accomplishing this research. The Questionnaire form used as a tool to collect data in addition to meet and notice for obtaining necessary information .*

*Key Words:* Sharing knowledge, organizational excellence

## LITERARY REVIEWS

### A- sharing knowledge

#### -The concept of sharing knowledge:

Knowledge is one of the key elements within an integrated chain that begins with signals and then enters data and then information becomes knowledge that ends with wisdom and is the basis of innovation. (Ashtoy, 2007: 25) Persson, 2006: 21) The organization has new ideas and innovative solutions to enhance business activities. Lindblom&Tikkanen (2010: 181) states that it is a conscious strategy to get the right knowledge at the right time and to help people participate and put information in the work that will improve organizational competitiveness. The researcher believes that sharing knowledge is the desire of individuals to exchange all their possessions Learn with colleagues to develop new abilities at work).

#### -dimensions of participation by knowledge:

We have read participation by knowledge concepts , it should be highlighted the dimensions that will be used in the participation scale :

**Enjoying in helping others** : the employees are motivated when they think participation behaviors will be worth the effort and can help. Expecting individual benefits can enhance staff to engage with colleagues (Lin, 2007: 317).

**Self-efficiency** : the efficiency focused on the performance of abilities rather than personal qualities, as physical or psychological. The beliefs are not a one behavior, but it is a multi-

dimensional, for example, beliefs of efficiency may differ from performance beliefs (Zimmerman, 2000: 83).

**Support Management** : Management adopts the philosophy of the employee's contribution to decision-making in order to solve the problems encountered in the work to achieve the goals required, and support the subordinate and help them from when needed (Perarson, 2006: 2).

**Organizational Reward**: Several organizations introduced reward systems to encourage staff to share and exchange their knowledge . Accordingly, it created an incentive system to motivate them to make the knowledge available to the organization (Bechina, et al, 2006: 2).

**Information and Communication Technology** : The success of participation is influenced by several factors, including technology and communication, and, more important, how these factors interact and fit together (Goodwin, 2009: 5). Moreover, the effective knowledge requires staff to share their knowledge with colleagues and provide communication channels for knowledge crisis (Hendriks, 1999: 93).

**Granting Knowledge**: that employees who feel pleasure in sharing knowledge tend to be motivated to give knowledge to their colleagues, and the administration should provide all appropriate conditions for the employee to facilitate the process of participation (Yu, 32: 2010).

**Collecting Knowledge**: collecting knowledge is a key aspect of successful project delivery, especially for organizations that are heavily involved in innovation projects, generating new ideas and improving products. In addition, knowledge is "sticky" and does not easily interconnect throughout the organization, even when Knowledge is available, (156: 2000, wasko).

## **B- Organizational excellence :**

### **- organizational excellence concept**

Qawasmeh suggests that the superiority is a condition or quality that can be achieved when organizations are able to exceed expectations through excellent people, processes and products. (Qawasmeh, 2013: 8)

### **- Organizational Superiority Dimensions**

Many writers and researchers sought to determine the most important dimensions of organizational superiority according to their intellectual orientation and their philosophical perspective. The researcher chose dimensions that achieved most agreement to be the dimensions of the current research, are :

**-Creative** : it is an important issue that has already become an experience, art and science, and that this type of management is of paramount importance in successfully dealing with the

circumstances and challenges of life (Tuchman, Anderson, 2000: 9) Schumpeter identified five patterns of innovation first: the use of a new product; second :new style in new production, third: development of a new market, fourth: new sources of raw materials, and finally, he suggested that he might produce new images of organization. (Mota, Scott, 2016: 52).

**-Efficiency:** Economic relations between available resources and results achieved through maximizing outputs based on the quantity of inputs, reducing inputs to reach a certain volume of outputs and dismantling the effects of inefficient use of inputs, such as labor and capital (16 Worthingtin, 2011) :).

**-Effectiveness:** Griffin (1999: 92) points out that effectiveness is a participating in the work of the right things - the way that is limited to how the organization understands and responds of its environment. Kim (Jeffrey) has determined that effectiveness is an important condition of survival, , if the organization seeks to achieve something, survival must be (John, 1979, 438).

## RESEARCH METHODOLOGY

### A- research problem :

the research problem can be showed in the frame of the following questions :

- What is the level of knowledge sharing available in the organization in question?
- What is the organizational level of organizational superiority in the organization?
- How relevant is the relationship between research variables (knowledge sharing, organizational superiority)?

### B- Research Importance :

the research importance lies two aspects : the scientific importance by showing the relationship and relevance of knowledge sharing to organizational excellence, and the practical importance of guiding managers in how to encourage employees to share their knowledge.

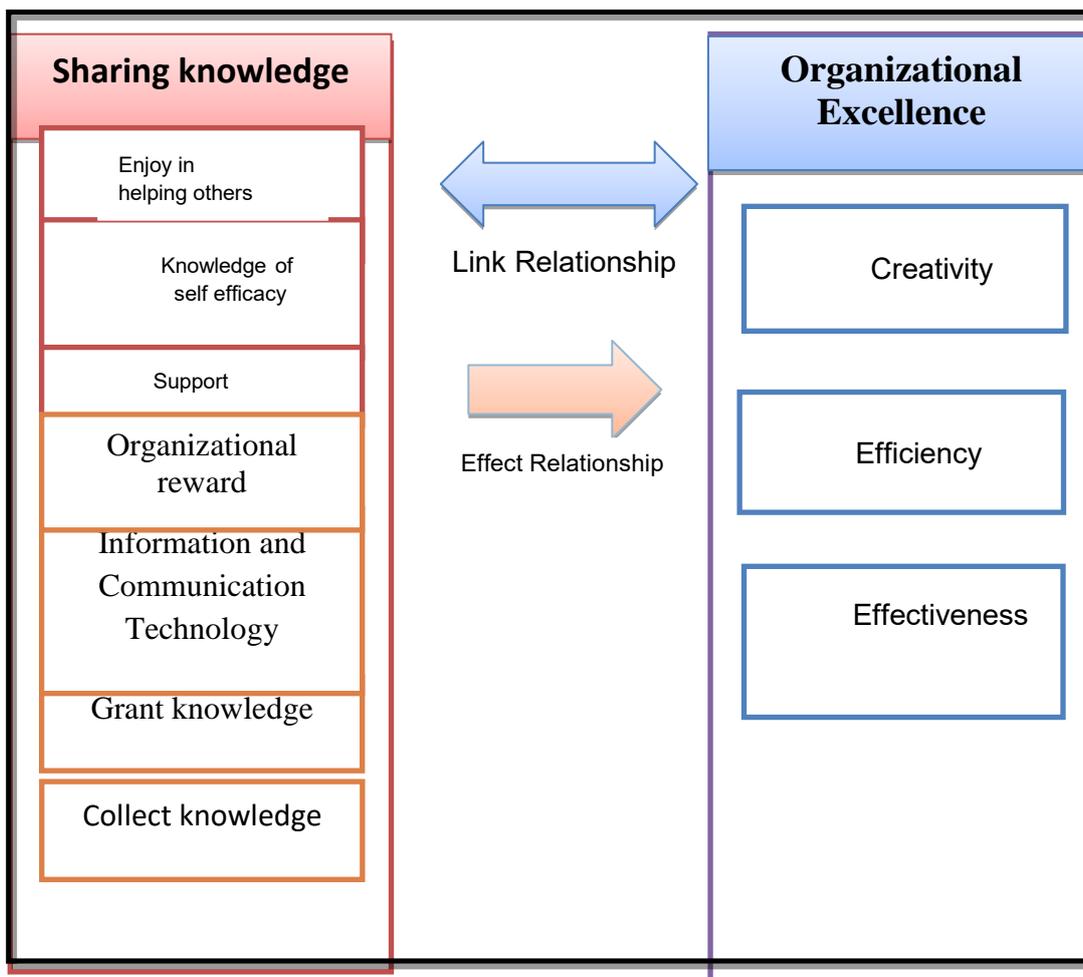
### C- Research Goals :

the research aims to the following :

- Determining the level of knowledge participation in the researched organization.
- Determining the level of the organizational superiority in the researched organization .
- Diagnosis and analysis the correlation relationship between two variables .

### D- Research Plan :

According to the intellectual framework of the participation literature in knowledge and organizational superiority, and in light of the problem of research and objectives, the researcher synthesized a hypothesis for the research, which shows the relationship between these variables and trends of influence:



Shape (1) Hypothesis scheme for research

**E- Research hypothesis**

the hypothesis is a solution of the problem , initially it is not a conclusion but it is an information showed the reason . Accordingly , the formulation of the main and secondary research hypothesis made as follows:

- First main hypothesis , correlation hypothesis : there is a correlation relationship of moral indication between participation dimensions by knowledge and organizational superiority .
- Second main hypothesis , effect hypothesis : there is an effect of moral indication between participation dimensions by knowledge and organizational superiority .

-Third main hypothesis: there is an effect of moral indication between participation dimensions by knowledge collected in the organizational superiority.

#### F- Research limits

the main research limits include:

-Location limits : means the location limits to this research in the Office of the Ministry of Finance.

-Time limits : means time limits according to the period which began from distributing questionnaire on the research community and its return for the period from (30/1/2018) until (25/2/2018).

-Human limits : means high administrative leaders of Ministry of Finance as ( general director , general director deputy , departments heads , consultant )

#### G- Methods and Ways to collect and analysis data

**-Theoretical aspect** : The researcher adopted Arabic and Foreign resources dealt with research variables .

**-Practical aspect** : the researcher adopted the questionnaire : as a main source to obtain information , data and interview , where she made number of interviews with researched sample . Through frequent visits to the organization which made by the researcher , it was recorded some notices and fixed in the practical aspect . Quantitative measures have been prepared as in Table (1):

Table (1)

Main and secondary dimensions of research variables and paragraphs with adopted scale

Variable	Dimensions	Question No.	Adopted source
Participation by knowledge	Enjoying in helping others	3	Lin.2007
	Knowledge self-efficiency	3	
	Support management	3	
	Organizational reward	3	
	Information and communication technology	3	
	Granting knowledge	3	
	Collecting knowledge	3	
organizational superiority	Creative	4	Lucas,et,al,2013
	Efficiency	4	AL-IBADI and others 2009
	Effectiveness	4	AL-IBADI and others 2009

Table2(Liquart Pentacle Scale)

Category		the answer					
1.79-1		Not quite agree					
Organizational superiority	Creative 1Y	Efficiency 2Y	Activeness 3Y	Organizational Superiority Y	Moral relationships		
Participation by knowledge					No.	Percent	
Participation by knowledge	Coefficient of correlation	**779.	**782.	**511.	**867.	4	100%
	Moral level	0.000	0.000	0.000	0.000		
	Decision	Function	Function	Function	Function		
		2.59-1.8		I do not agree			
		3.39-2.6		Neutral			
		4.19-3.4		Agreed			
		5-4.2		Totally agree			

Table 3 (Options according to the Likert scale)

Strongly agree	Agree	Neutral	Disagree	Strongly disagree
5	4	3	2	1

## DATA ANALYSIS

### Variables Correlation

There is a statistically moral indication correlation relationship between seventh secondary steps participation by knowledge and organizational superiority through its dimensions at overall level , the table (4) showed that there is a correlation relationship of statically moral indication between participation by knowledge and organizational superiority which is amounted ( \*\*0.867) at the indication level ( 0.01) .

Table ( 4 )

Relationships of correlation between knowledge sharing and organizational excellence

### Testing the correlation relationship of the secondary hypothesis :

1- Testing the correlationrelationship of enjoying in helping others with organizational superiority Table (5) shows that there is a significant correlation between the enjoyment of helping others and the organizational superiority variable at the macro level. The correlation relationship was (0.379 \*\*) at the level of (0.01)

Table ( 5 )

The correlationrelationships of enjoying in helping others with organizational superiority

Organizational superiority		Creative 1Y	Efficiency 2Y	Activeness 3Y	Organizational Superiority Y	Moral relationships	
Participation by knowledge						No.	Percent
Enjoying in helping others	Coefficient of correlation	.224	.352**	.367**	.379**	3	75%
	Moral level	.056	.000	.000	.000		
	Decision	Function	Function	Function	Function		

2-The correlation relationship to know self-efficiency with organizational superiority : it is showed by table (6 ) that there is a positive correlation relationship of positive indication , the correlation relationship was amounted ( \*\*0.520) at the indication level (0.01) .

Table (6)

Correlation relationships between know self-efficiency and organizational superiority

3-Correlation relationship between knowledge the support management and organizational

Organizational superiority		Creative 1Y	Efficiency 2Y	Activeness 3Y	Organizational Superiority Y	Moral relationships	
Participation by knowledge						No.	Percent
Know self-efficiency 2X	Coefficient of correlation	**484.	**457.	**295.	**520.	4	100%
	Moral level	.000	.000	.000	.000		
	Decision	Function	Function	Function	Function		

superiority :

The table (7 ) is showed that there is a positive correlation relationship , and it amounted ( \*\*0.751) at the indication level ( 0.01) .

Table (7)

Organizational superiority		Creative 1Y	Efficiency 2Y	Activeness 3Y	Organizational Superiority Y	Moral relationships	
Participation by knowledge						No.	Percent
Support management 3X	Coefficient of correlation	**679.	**674.	**439.	**751.	4	100%
	Moral level	.000	.000	.000	.000		
	Decision	Function	Function	Function	Function		

The correlation relationships between support management and organizational superiority  
 4- The correlation relationship between organizational reward and organizational superiority : the table (8) is showed that there is a positive correlation relationship and it amounted ( \*\*0.693) at the indication level (0.01) .

Table (8)

The correlation relationships between organizational reward and organizational superiority

Organizational superiority		Creative 1Y	Efficiency 2Y	Activeness 3Y	Organizational Superiority Y	Moral relationships	
Participation by knowledge						No.	Percent
Organizational reward 4X	Coefficient of correlation	**595.	**626.	**448.	**693.	4	100%
	Moral level	.000	.000	.000	.000		
	Decision	Function	Function	Function	Function		

5- The correlation relationship between information and communication technology and organizational superiority : the table (9)is showed that there is a positive correlation relationship and it amounted (\*\*0.631) at the indication level (0.01) .

Table (9)

The correlation relationship between information and communication technology and organizational superiority

Organizational superiority		Creative 1Y	Efficiency 2Y	Activeness 3Y	Organizational Superiority Y	Moral relationships	
Participation by knowledge						No.	Percent
Information and communication technology5X	Coefficient of correlation	**580.	**579.	**332.	**631.	4	100%
	Moral level	.000	.000	.000	.000		
	Decision	Function	Function	Function	Function		

6- The correlation relationship between granting knowledge and organizational superiority  
 The table (10) is showed that there is a positive correlation relationship and it amounted (\*\*0.719) at the indication level (0.01) .

Table (10)

The correlation relationship between granting knowledge and organizational superiority

Organizational superiority		Creative 1Y	Efficiency 2Y	Activeness 3Y	Organizational Superiority Y	Moral relationships	
Participation by knowledge						No.	Percent
Granting knowledge 6X	Coefficient of correlation	**655.	**634.	**432.	**719.	4	100%
	Moral level	.000	.000	.000	.000		
	Decision	Function	Function	Function	Function		

7- The correlation relationship between collecting knowledge and organizational superiority

The table (11) is showed that there is a positive correlation relationship and it amounted (\*\*0.828) at the indication level (0.01) .

Table (11)

The correlation relationship between collecting knowledge and organizational superiority

Organizational superiority		Creative 1Y	Efficiency 2Y	Activeness 3Y	Organizational Superiority Y	Moral relationships	
Participation by knowledge						No.	Percent
Collecting knowledge 7X	Coefficient of correlation	**783.	**752.	**411.	**828.	4	100%
	Moral level	.000	.000	.000	.000		
	Decision	Function	Function	Function	Function		

### Selecting hypothesis by using linear regression and analysis results

- Testing hypothesis by using Linear regression and analysis results

First : Analysis the effect of participation by knowledge in an organizational superiority at the macro level

Table (12)

Show the effect of participation by knowledge in an organizational superiority at the macro level

Variable of an independent variable								
participation by knowledge	fixed limit A	Calculated value T	marginal inclination B	Calculated value T	determination factor R2	Calculated value F	Moral	Decision
	0.111	0.381	0.962	12.814	0.753	164.194	0.000	There is an effect

**The second main hypothesis stems from the second hypothesis:**

1- Analysis the effect of enjoying in helping others in an organizational superiority :

The table (13) is showed the calculated value of (F) is ( 9,069 ) , which is a bigger than (F) table value of ( 7.13) at the indication level ( 0.01) .

Table ( 13)

The effect of enjoying others in organizational excellence

Variable of an independent variable								
Enjoying in helping others	fixed limit A	Calculated value T	marginal inclination B	Calculated value T	determination factor R2	Calculated value F	Moral	Decision
	1.510	1.971	0.532	3.011	0.144	9.069	0.004	There is an effect

### 2- Analysis the effect of self-efficiency in an organizational superiority

The table (14)is showed the calculated value of (F) is (19,974), which is abigger than (F) table value of (7.13) at the indication level (0.01)

Table(14)

The effect of self-efficiency of organizational superiority

Variable of an independent variable								
Self-efficiency	fixed limit A	Calculated value T	marginal inclination B	Calculated value T	determination factor R2	Calculated value F	Moral	Decision
	2.178	5.872	0.423	4.469	0.270	19.974	0.000	There is an effect

### 3- Analysis the effect of support management in an organizational superiority

The table (15)is showed the calculated value of (F) is (69.817), which is a bigger than (F) table value of (7.13) at the indication level (0.01)

Table (15)

The effect of support management in an organizational superior

Variable of an independent variable								
Support management	fixed limit A	Calculated value T	marginal inclination B	Calculated value T	determination factor R2	Calculated value F	Moral	Decision
	1.219	3.877	0.666	8.356	0.564	69.817	0.000	There is an effect

- 4- Analysis the effect of an organizational reward in an organizational superiority : the table (16) is showed that the calculated value (F) amounted ( 49.774) , which is the bigger than the table value ( F) of ( 7.13) at the indication level (0.01 ).

Table (16)  
The effect of an organizational reward in an organizational superiority

Variable of an independent variable								
Organizational reward	fixed limit A	Calculated value T	marginal inclination B	Calculated value T	determination factor R2	Calculated value F	Moral	Decision
	2.055	8.054	0.505	7.055	0.480	49.774	0.000	There is an effect

- 5- Analysis the effect of information and communication technology in an organizational superiority : the table (17) is showed that the calculated value (F) amounted ( 35.701) , which is the bigger than the table value ( F) of ( 7.13) at the indication level (0.01 ).

Table (17)  
The effect of information and communication technology in an organizational superiority

Variable of an independent variable								
information and communication technology	fixed limit A	Calculated value T	marginal inclination B	Calculated value T	determination factor R2	Calculated value F	Moral	Decision
	2.009	6.529	0.465	5.975	0.398	35.701	0.000	There is an effect

- 6- Analysis the effect of granting knowledge in an organizational superiority : the table (18) is showed that the calculated value (F) amounted ( 57.797) , which is the bigger than the table value ( F) of ( 7.13) at the indication level (0.01 ).

Table (18)  
The effect of granting knowledge in an organizational superiority

Variable of an independent variable								
granting knowledge	fixed limit A	Calculated value T	marginal inclination B	Calculated value T	determination factor R2	Calculated value F	Moral	Decision
	1.502	4.870	0.616	7.602	0.517	57.797	0.000	There is an effect

- 7- Analysis the effect of collecting knowledge in an organizational superiority : the table (19) is showed that the calculated value (F) amounted ( 117.754) , which is the bigger than the table value ( F) of ( 7.13) at the indication level (0.01 ).

Table (19)

Show the effect of collecting knowledge in an organizational superiority

Variable of an independent variable								
Collecting knowledge	fixed limit A	Calculated value T	marginal inclination B	Calculated value T	determination factor R2	Calculated value F	Moral	Decision
	1.393	6.127	0.637	10.851	0.686	117.754	0.000	There is an effect

## CONCLUSIONS AND RECOMMENDATIONS

### First : Conclusions

- 1- The Ministry of Finance shows that it is often interested competencies and expertise for boosting the organizational superiority by support the organization of an individuals and courage them to manage business that who wanted to manage it to achieve requested results .
- 2- The ministry managed operate the information and communication technology to develop more an organizational superiority which reflected on boosting satisfaction of beneficiaries .
- 3- It is discovered that there are new levels of anorganizational superiority , which is considered an important index that the organization is informed in the importance of achieving the organizational superiority of the organization.

### Second : Recommendations

- 1- Increasing interest in participation by knowledge concept inside the organization by activation the participation mechanisms to facilitate exchange.
- 2- Editing all restrictions by granting sufficient powers that enable administrative leaders to take decisions in order to accomplish the required work.
- 3- Necessity to invest intellectual capital in order to transfer knowledge and develop it to achieve more creative initiatives and effective decision-making.

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