


THE ROLE OF ORGANIZATIONAL CREATIVITY IN ACHIEVING STRATEGIC SUPERIORITY THROUGH KNOWLEDGE SHARING AN EXPLORATORY STUDY OF THE OPINIONS OF A SAMPLE OF MANAGERS IN THE KUFA CEMENT FACTORY

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| ARTICLE INFO | <u>ABSTRACT</u> |
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| <p>Article history:</p> <p>Received 04 October 2022</p> <p>Accepted 06 December 2022</p> | <p>Purpose: This study aims to determine the influence relationship between its variables in organizational creativity (sensitivity to problems, originality, flexibility, fluency, risk and challenge) in achieving strategic superiority (circles of influence, competitive pressure and competitive formation) through mediating knowledge exchange (individual dimension, organizational dimension) The technological dimension), and to identify the most prominent obstacles that prevent this, and the importance of the study lies in recognizing the extent of interest of the administrative leaders in the laboratory and the level of their abilities in the field of organizational creativity skills, strategic excellence and knowledge exchange.</p> |
| <p>Keywords:</p> <p>Organizational Creativity; Strategic Superiority; Knowledge Sharing.</p> <div data-bbox="172 936 480 1182" style="text-align: center;">  </div> | <p>Theoretical framework: The study touched on the theoretical side of the variables of the study and reviewed the most important concepts related to the variable of organizational creativity, knowledge sharing and strategic excellence. The problem of the study lies in not showing it in the Kufa Cement Factory’s vision of the extent of the impact of the presence of organizational innovation in achieving strategic excellence through knowledge participation,</p> <p>Design/methodology/approach: Where the questionnaire was used as a tool for collecting the necessary data and information, and an intended sample of (120) represented by (higher departments, was tested, and heads of departments, and managers of departments and units in Kufa Cement Factory), and the descriptive analytical method was mainly used in the presentation and analysis of the research.</p> <p>Findings: The information was interpreted, and a set of statistical methods were relied on, such as confirmatory factor analysis and structural equation modeling method to measure the effect relationship, arithmetic mean, standard deviation, coefficient of variation, path analysis, and Pearson's relationship through statistical programs. (SPSS v.24; Amos v.23).</p> <p>Research, Practical & Social implications-: Among the most prominent results of the study, the laboratory management's interest in improving and developing the capabilities of workers, through the establishment of training courses for laboratory workers to improve and develop its products. His influential competitors in the sphere of influence, in light of his limited pursuit of market domination in front of them, and the ability of the factory to search for renewable ways and entrances to develop the strategic advantage of the company.</p> <p>Originality/value: The freedom to find successful solutions that represent a serious response to change, and the adoption of flexible procedures through which the laboratory management achieves its goals away from specific job responsibilities.</p> <p>Doi: https://doi.org/10.26668/businessreview/2022.v7i5.e869</p> |

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O PAPEL DA CRIATIVIDADE ORGANIZACIONAL NA OBTENÇÃO DE SUPERIORIDADE ESTRATÉGICA ATRAVÉS DO COMPARTILHAMENTO DO CONHECIMENTO UM ESTUDO EXPLORATÓRIO DAS OPINIÕES DE UMA AMOSTRA DE GERENTES NA FÁBRICA DE CIMENTO KUFA

RESUMO

Objetivo: Este estudo visa determinar a relação de influência entre suas variáveis na criatividade organizacional (sensibilidade aos problemas, originalidade, flexibilidade, fluência, risco e desafio) na obtenção de superioridade estratégica (círculos de influência, pressão competitiva e formação competitiva) através da mediação da troca de conhecimento (dimensão individual, dimensão organizacional) A dimensão tecnológica), e identificar os obstáculos mais proeminentes que impedem isso, e a importância do estudo reside no reconhecimento da extensão do interesse dos líderes administrativos no laboratório e do nível de suas habilidades no campo da criatividade organizacional, excelência estratégica e troca de conhecimento.

Marco teórico: O estudo abordou o lado teórico das variáveis do estudo e revisou os conceitos mais importantes relacionados à variável criatividade organizacional, compartilhamento de conhecimento e excelência estratégica. O problema do estudo reside em não mostrá-lo na visão da Fábrica de Cimento Kufa sobre a extensão do impacto da presença da inovação organizacional na obtenção da excelência estratégica através da participação do conhecimento,

Projeto/método/abordagem: onde o questionário foi utilizado como ferramenta para a coleta de dados e informações necessárias, e uma amostra de (120) representada por (departamentos superiores, foi testada, e chefes de departamentos, e gerentes de departamentos e unidades na Fábrica de Cimento Kufa), e o método analítico descritivo foi utilizado principalmente na apresentação e análise da pesquisa.

Descobertas: As informações foram interpretadas, e um conjunto de métodos estatísticos foi utilizado, tais como análise fatorial confirmatória e método de modelagem de equações estruturais para medir a relação de efeito, média aritmética, desvio padrão, coeficiente de variação, análise de caminho, e relação de Pearson através de programas estatísticos. (SPSS v.24; Amos v.23).

Pesquisa, implicações práticas e sociais:-Entre os resultados mais destacados do estudo, o interesse da gerência do laboratório em melhorar e desenvolver as capacidades dos trabalhadores, através do estabelecimento de cursos de treinamento para os trabalhadores do laboratório para melhorar e desenvolver seus produtos. Seus influentes concorrentes na esfera de influência, à luz de sua limitada busca pelo domínio do mercado diante deles, e da capacidade da fábrica de buscar caminhos e entradas renováveis para desenvolver a vantagem estratégica da empresa.

Originalidade/valor: A liberdade de encontrar soluções de sucesso que representam uma resposta séria à mudança, e a adoção de procedimentos flexíveis através dos quais a administração do laboratório alcança seus objetivos longe das responsabilidades específicas do trabalho.

Palavras-chave: Criatividade Organizacional, Superioridade Estratégica e Compartilhamento de Conhecimento.

EL PAPEL DE LA CREATIVIDAD ORGANIZATIVA EN LA CONSECUCCIÓN DE LA SUPERIORIDAD ESTRATÉGICA MEDIANTE EL INTERCAMBIO DE CONOCIMIENTOS UN ESTUDIO EXPLORATORIO DE LAS OPINIIONES DE UNA MUESTRA DE DIRECTIVOS DE LA FÁBRICA DE CEMENTO DE KUFA

RESUMEN

Propósito: El presente estudio tiene como objetivo determinar la relación de influencia entre sus variables de creatividad organizacional (sensibilidad a los problemas, originalidad, flexibilidad, fluidez, riesgo y desafío) en el logro de la superioridad estratégica (círculos de influencia, presión competitiva y formación competitiva) a través de la mediación del intercambio de conocimientos (dimensión individual, dimensión organizacional) La dimensión tecnológica), e identificar los obstáculos más destacados que lo impiden, y la importancia del estudio radica en reconocer el grado de interés de los líderes administrativos en el laboratorio y el nivel de sus habilidades en el campo de las habilidades de creatividad organizacional, la excelencia estratégica y el intercambio de conocimientos.

Marco teórico:El estudio abordó la vertiente teórica de las variables del estudio y revisó los conceptos más importantes relacionados con la variable de la creatividad organizativa, la participación en el conocimiento y la excelencia estratégica.El problema del estudio radica en no mostrarlo en la visión de la Fábrica de Cemento de Kufa del alcance del impacto de la presencia de la innovación organizativa en la consecución de la excelencia estratégica a través de la participación en el conocimiento,

Diseño/metodología/enfoque:se utilizó el cuestionario como herramienta para recoger los datos y la información necesarios, y una muestra prevista de (120) representada por (departamentos superiores, se sometió a prueba, y

jefes de departamentos, y gerentes de departamentos y unidades en la Fábrica de Cemento de Kufa), y el método analítico descriptivo se utilizó principalmente en la presentación y análisis de la investigación.

Resultados: Se interpretó la información y se recurrió a un conjunto de métodos estadísticos, como el análisis factorial confirmatorio y el método de modelización de ecuaciones estructurales para medir la relación de efecto, la media aritmética, la desviación típica, el coeficiente de variación, el análisis de trayectorias y la relación de Pearson mediante programas estadísticos. (SPSS v.24; Amos v.23).

Investigación, implicaciones prácticas y sociales: Entre los resultados más destacados del estudio, el interés de la dirección del laboratorio por mejorar y desarrollar las capacidades de los trabajadores, mediante el establecimiento de cursos de formación para los trabajadores del laboratorio con el fin de mejorar y desarrollar sus productos. Sus competidores influyentes en la esfera de influencia, a la luz de su limitada búsqueda del dominio del mercado frente a ellos, y la capacidad de la fábrica de buscar vías y entradas renovables para desarrollar la ventaja estratégica de la empresa.

Originalidad/valor: La libertad para encontrar soluciones de éxito que representen una respuesta seria al cambio, y la adopción de procedimientos flexibles mediante los cuales la dirección del laboratorio alcance sus objetivos al margen de responsabilidades laborales específicas.

Palabras clave: Creatividad Organizativa, Superioridad Estratégica e Intercambio de Conocimientos.

INTRODUCTION

Organizations' need for creativity has become an important matter for any organization you want to reach to obtain Outstanding performance and maintenance, so organizations make efforts and spend a lot of money for the purpose of achieving successful innovations, and for creativity to be successful, coordination and integration between various activities in organizations, It is necessary for organizations that wish to achieve strategic superiority to distinguish themselves from others and to search for the best in order to achieve distinction among others and to use creativity to ensure their survival and achieve superiority over competitors.

Knowledge sharing is one of the important topics and processes of knowledge management processes, which is positively reflected on strategic excellence. The knowledge sharing process is one of the basic processes of knowledge management and the main pillar of other processes.

Organizations today are looking for a greater shortening of time and effort, and the process of knowledge sharing shortens the time and the availability of efforts made by them to develop their employees, which is reflected in improving their performance in a distinct and striking manner. The external environment surrounding it, represented by the opportunities and threats that it could face. Thus, it is considered a strategic resource that organizations should take into account, but rather put it in their strategic plans because of its great importance, and based on the importance of organizational creativity by mediating knowledge sharing and its impact on strategic superiority and its potential impact on the organization in question.

Scientific Methodology

First: The Research Problem

The problem of the research lies in the lack of clarity in the vision of most Iraqi organizations, including the Kufa Cement Factory, to the extent of the impact of the presence of knowledge sharing in achieving strategic excellence. The research problem can be clarified through several questions:

- 1- Is there an effect of knowledge sharing on strategic superiority in the organization?
- 2- What is the level of awareness and understanding of the research sample in the research organization for the research variables (knowledge sharing, strategic superiority)?
- 3- To what extent is the organization interested in adopting the concept of organizational innovation?
- 4- Is there an indirect effect of knowledge sharing in achieving the strategic superiority of the organization in question?
- 5- What is the correlation relationship between the variables of the study in the organization under study?

Second: The Importance of the Study

This study represents, to the researcher's knowledge, the first empirical survey to test the role that organizational creativity can play through knowledge sharing to reach the strategic superiority of organizations. Society and the benefits that the organization can derive, hence the importance of the current study in examining the impact that “organizational creativity” can have through its dimensions (sensitivity to problems, originality, flexibility, fluency, risk and challenge) on “strategic excellence” with its dimensions (circles of influence, Competitive pressure and competitive formation) by mediating “knowledge sharing” with its dimensions (The unilateral dimension, the organizational dimension, and the technological developmental dimension) and the positive impact it can achieve in a way that leads to the achievement of the organization’s goals. It is expected that this study will have important theoretical and practical contributions on several levels, including:

- 1- There is a lack of previous studies that dealt with the issue of organizational creativity, strategic excellence and knowledge sharing as basic variables together.
- 2- The importance and role of the variables addressed by the researcher in the success of the Kufa Cement Factory in light of the rapid developments in the business environment.

3- Providing a special theoretical framework to define the importance of organizational creativity, creative teams, knowledge sharing and strategic excellence as important variables in building and managing organizations.

4- Through the study, it is possible to identify the extent to which organizations are interested in the main variables of the study, the impact of administrative leaders in the surveyed organizations, and the level of their capabilities in the field of organizational creativity skills, strategic excellence and knowledge sharing.

5- It represents a basis from which researchers can start to study in the same variables or application environment and to identify through the study the influencing skills for creativity and excellence as well as the influential dimensions of knowledge sharing in the Kufa Cement Factory.

Third: Objectives of the Study

The current study seeks to achieve several goals, the most important of which are:

1- Identifying the degree of awareness, interest and adoption of the subject of organizational creativity by the leaders of the study sample.

2- Identifying the extent of knowledge sharing in the Kufa cement factory, the study community, by studying its dimensions and determining the important ones to focus on.

3- Determining the level of direct and indirect relationship and influence between organizational creativity, strategic superiority and knowledge sharing in the Kufa cement factory, and giving a logical explanation for this relationship based on the scientific methods adopted by the researcher to develop a cognitive framework that can help researchers in this field to refer to it in the future.

4- Building a hypothetical research model that links the variables to suit the organization under study.

5- Presenting a set of recommendations and proposals for the Kufa Cement Factory, according to the results of the field study.

Fourth: The Hypothesis of the Study

Based on the study problem and its importance, a hypothetical study plan was developed to depict the correlation and influence relationships between the set of study variables (organizational creativity, knowledge sharing, strategic superiority). Relevant solid references:

Organizational Creativity

It represents the independent variable (X) with its sub-dimensions (sensitivity to problems, originality, flexibility, fluency, risk and challenge) based on (Al-Nasser and Ashour, 2017).

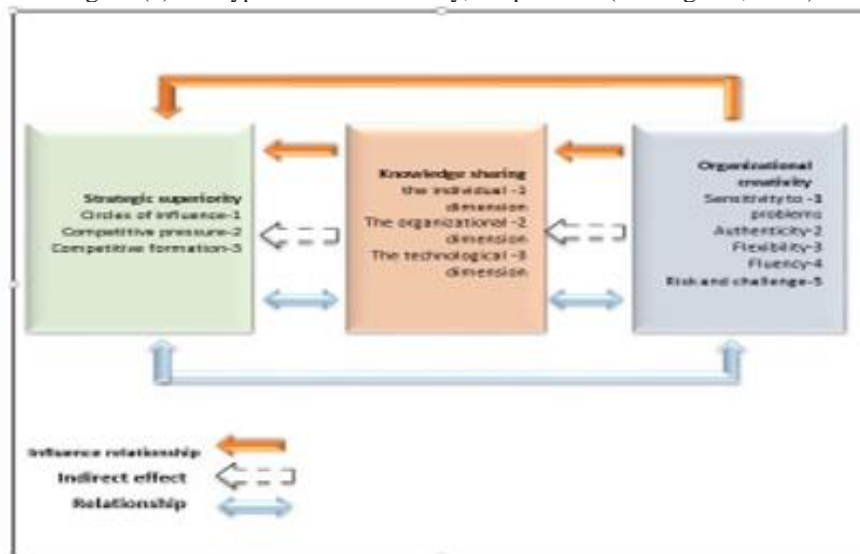
knowledge Sharing

It represents the mediating variable (Z) with its sub-dimensions (The unilateral dimension, the organizational dimension, and the technological developmental dimension) depending on (Ali, 2021).

Strategic Superiority

The responsive variable (Y) is represented by its sub-dimensions (circles of influence, competitive pressure, competitive formation) depending on (Strikwerda, 2005: 8) as shown in Figure (1):

Figure (1) the hypothesis of the study, Preparation (Farah gwad, 2022)



Fifthly: the hypothesis of the study

There is an indirect, significant effect of organizational creativity on strategic superiority through mediating knowledge sharing.

The Theoretical Side

First: Organizational Creativity

The concept of organizational creativity:

He defined it (Al-Ali, 2012: 60) as a new idea or a new production, formed as a result of the acquired experiences and skills that distinguish individuals from others, characterized by authenticity and acceptance and creating a benefit for society. (Abd Ali, 15:2018), As for (Baheya, 2019) He stated that it is a mixture of abilities and personal characteristics that, if found in the right atmosphere, can encourage mental processes that lead to real useful production, whether with regard to the individual's previous experiences or the experiences of the organization, if the results are from the level of creativity in one of the areas of life.

Dimensions of organizational creativity: according to the scale (Al-Nasser and Ashour, 2017) due to its relevance to the current research, which are:

1- Sensitivity to problems:

z The creator possesses a strong sense of problems, as he is more able than others to see them and know their causes and knows deeply why he thinks of one issue without another and realizes the goals that led him to believe in it. (Hawi) (6:2011), or it means awareness of the existence of problems, elements of weakness or needs in the environment, which means that some human resources are faster than others in noticing the problem and ascertaining its presence in the situation. There is no doubt that discovering the problem represents a first step in the research process. About a solution to it and related to this ability to notice unusual things. (Muhammad (11:2010)

2- Fluency:

It is intended to produce as many ideas as possible on a particular topic in a unit of time, or it is the ability to gather a large number of ideas in a certain period of time. and easy to generate. (Schniter 11:2015), fluency is measured and determined by the quantity and number of what gives the human resource a certain type of information in a specific time unit (Ahmad et al., 9:2013).

It was found that in the verbal tests alone there are three distinct factors of fluency, namely:

A - Intellectual fluency. This type of fluency is related to the mental capacity of the human resource, such as the ability to imagine, analogy, deduction, perceptive capacity and intuition.

B - Associative fluency, which means the process of completing relationships, in order to distinguish it from the previous type of fluency.

c - Expressive fluency has to do with the ease of constructing sentences, and so on. (Nouri 9:2010,).

3-originality:

It is the ability to devise new solutions. Innovation in this sense does not mean repeating ideas around it, nor does it mean traditional solutions to solve problems. It also means that human resources move away from traditional ways of thinking and work to explore original ideas. It also refers to the status quo and the desire to create something new or Various (Assaf 12: 2015), and it refers to the manager's ability to encourage new ideas and proposals submitted by human resources and provide facilities to attract and motivate creative people.

4- Flexibility:

It is the capacity for creative excellence that revitalizes organizations. The ability to change leads to a revival of hopes, and then individual and collective initiatives appear, creative opinions and proposals appear, and the sense of the importance of participation increases, and then morale increases. The final report of the idea of global innovation issued by the United States Council that competition and creative change is a necessary factor in determining the success of the organization in the twenty-first century. Organizations have become more influential in the past thirty years and with high creative change. Markets. (Qassem et al., 2011: 14), and among the benefits of flexibility is achieving personal success, freedom from job constraints, opening broad horizons for a positive future, breaking out of stereotypes, thinking creatively, satisfying the creative energies of human resources - and finally creating new job opportunities and spreading a culture of success and excellence by There are opportunities for social and economic progress. (Abu Zaid, 47:2010).

5- Risk and Challenge:

It means the initiative in adopting new ideas and methods and finding solutions for them at the same time that the individual is ready to bear the risks resulting from the decisions he makes, and also means the willingness to bear the risks resulting from the decisions made by the individual when adopting the new ideas or methods and adopting their results (Jassim (20:2017), and indicate the tendency of managers to initiate new ideas characterized by high risk without hesitation or waiting for the results of experiment and choice, and their tendency to join creative ways, as organizations work in changing and complex conditions due to the tremendous progress in technology and science And the resulting social, economic and cultural change, and what requires them to either adapt to these challenges or fail. (Basheer 2013:13),

Second, Knowledge Sharing

The concept of knowledge sharing

He knew that it is a process that takes multiple forms, such as direct communication that occurs between individuals in meetings, courses and workshops, and the exchange of opinions. (Al-Shawaheen, 2017: 12)

As for (Marjah, 2019: 90), he defined it as providing important administrative and technical information to help individuals and cooperation to solve the problems that the organization suffers from at work, as well as developing ideas and implementing them appropriately. Policies and procedures. It is also an effective strategic cognitive process to achieve future goals, through actions and behaviors that encourage the communication process between individuals in the organization. (Al Thabit, 2020: 313)

Dimensions of knowledge sharing: The dimensions were determined according to the (Ali, 2021) scale in order to suit the current research, and they are:

1- Individual Dimension:

The individual dimension is one of the most important levels in the organization. It is a contributor to the creation of knowledge formed due to the interaction between workers. Therefore, knowledge and its impact can be limited unless it is shared. Therefore, knowledge should be exchanged with others before it becomes a basis for others (Hammadi 2019:90), and the exchange of knowledge varies Information is about sharing knowledge, which means helping others, while sharing information refers to making information available and examining individual differences in behavior and response across situations. There are three factors that pertain to the individual dimension of it (42 Bulan, S. J. 2016:).

2- Organizational Dimension:

The organizational dimension includes a set of special factors (organizational culture, organizational structure, organization policy, senior management support, work mechanism), that contribute to creating a positive work environment that leads to knowledge sharing.

1- Organization culture

Organizational culture enables a good environment that generates motivation and high cognitive abilities, helpfulness among the working people, and as defined in organizational values, individuals are obligated to take responsibility and act as they perceive appropriate and this smoothly illustrates to the knowledge-sharing process. Organizational culture can also have a direct impact on knowledge sharing Culture is an important factor to consider in sharing knowledge (ÖZBEBEK& TOPLU, 2011:75).

2. Organizational structure

The organizational structure plays an important and major role in the success and failure of knowledge sharing within the organization. The employees are fully prepared within the organization that depends on flexibility, horizontal communication and teamwork for the organizational structure, unlike the bureaucracy and centralization of the organizational structure that hinders the opportunity for knowledge sharing and its spread among employees (Al-Shahiri, 2017: 25).

3- Policies of the organization.

When individuals expect that organizations have certain functions, you will feel that there are restrictions regulating the behavior of individuals, so according to organizational standards, tangible management systems and intangible rules affect knowledge sharing among workers, so organizational rules are expected to encourage individuals to follow the guidelines dictated by concrete management systems and intangible (Wang et al., 2014:379).

4- Management support.

Supporting management in the organization through high skills serves as a role model in which knowledge is exchanged without any impact (Islam et al, 2021: 70 Rasto,). It is necessary to create a supportive climate for knowledge sharing and this support is very important to promote a culture of participation within the organization (Lee et al., 2010:271).

5- The working mechanism.

Knowledge sharing among the members of the organization is more effective if it is integrated with the workplace and climate, and it becomes difficult to obtain knowledge if the individuals do not cooperate among them. The best thing to make them help share their knowledge is to make the sharing process their duty. (Noor, 2011:106)

3- The technological dimension.

ICTs can also facilitate new organizational forms of knowledge sharing, and may be useful for online discussion groups or e-meeting for example where an e-meeting on specific topics is scheduled, run and prepared in advance, where participants can contribute to the discussion, while in which their schedule allows or suggests inspiring them by settling time barriers (ÖZBEBEK, 2011: 69).

Information technologies still exist and are moderately used to increase the organizational knowledge base despite the large role they play in the process of knowledge exchange and transfer, and one of the effective technological factors that lead to the existence of an organization successful dissemination of a knowledge management strategy is the proper development of information technology infrastructure (Ali et al. al, 2014:).

The use of technology has been associated with factors such as functionality and ease of use as it takes a lot of time and effort to contribute to the structure of the platform, the interface design and the user, thus knowledge sharing has been identified as an important factor for workers, and social media for organizations is a facilitator for new ways to work side by side With new forms of knowledge, in addition, the technological dimension plays an important role in knowledge-related activities within the organization, including (Korkmaz et al, 2020:114):

- 1- Search for relevant content and diagnose it.
- 2- Identification, storage and indexing, as well as linking digital elements related to knowledge.
- 3- Get knowledge.

Third, Strategic superiority

The concept of strategic superiority

It is the organization's ability to improve, continuous education, perfect achievement, and improve talent in ways that serve the organization and the consumer. Shared purpose, clear purpose, adequate resources, diligence, effective performance and achievement of goals that have value in human life. and cooperation with others. (Samawi, 2018:99)

Dimensions of strategic excellence: The dimensions were determined according to the (Strikwerda, 2005: 8 scale) due to their relevance to the current research, which are:

1- Circles of Influence:

Traditional strategies have been effective for a long period of time, during which the environment was characterized by relative stability or expected change, but this reality no longer exists with the environmental developments characterized by extreme competition that threaten the gains achieved for organizations, which led them to rely on new ways to protect them from the spheres of influence. Agresti, 2016 :15)

Organizations have built their strategic advantage in the physical field and cyberspace by defining the primary market and then identifying different interests around this core or vital interests, buffer zones, pivotal areas and advanced positions, by building a coherent sphere of influence, these great powers clarify their strategy at the organization level, and define their interests The strategy in each of its portfolios and assigning a clear role for each of those parts in competition with others. (Waswas and Jwaifeel, 2019:90).

2- Competitive pressure:

Understanding and managing the developmental growth process is critical to building and sustaining strategic advantage, and that growth may increase leverage or can be costly, even if the current area of influence is unsustainable under pressure from other competitors. Strategic advantage can be maintained by developing the field to meet emerging challenges, responding to threats, seizing opportunities, and competitive pressure is almost the only growth challenge that organizations must face. Buqais, et al, 2018: 15-29). Competitive pressure through abstraction can have a potentially corrosive effect on the dominant player in the industry, and it occurs by focusing on a small part of the field, and each competitor can satisfy that part of the market completely. (Matar, 2020: 180).

3- Competitive formation:

Competitive formation is the entrance to spheres of influence to achieve strategic advantage over other competitors. The goal of super competitive formation is how to form a distinguished and enthusiastic team of workers who cooperate with customers, which makes it imperative for organizations to follow modern management techniques in the process of competitive formation so as not to lose their efficiency, and the size of its resources (Hsieh et al, 2006:261).

Competitive formation is related to the development of competitive advantage and is often described as an organization's ability to integrate its resources and capabilities seeking to create value-added competencies that are difficult to replicate from other competitors (2001: 644, Barney).

Bibliographic review

The practical side: Testing the seventh main hypothesis: There is an indirect and High effect of regulation creativity on strategic excellence through mediating knowledge sharing. It is clear from the standard regression paths and (R2) ratios for evaluating the direct and indirect relationship between the variables, i.e. Demonstrate the direct effect between the independent variable (organizational creativity) and the dependent variable (strategic superiority) and the indirect influence through the mediating variable (knowledge sharing).) also shows the values of the model matching indicators that were of high matching, as the Root Mean Square Residual Index (RMR) was (.0490).

As shown in there is a direct positive impact of organizational creativity in knowledge sharing, as the standard regression coefficient reached 0.71)), and it was also clear that there was a direct effect of knowledge sharing on strategic excellence, as the standard regression

coefficient amounted to 0.29)), while it became clear that there was a direct effect For organizational creativity in strategic superiority, the standard regression coefficient reached (0.52), and all of these effects were significant, because the critical ratio values (C.R.) shown in Table (1) amounting to (10.165,

As shown in Figure (2) there is a direct positive impact of organizational creativity in knowledge sharing, as the standard regression coefficient reached 0.71)), and it was also clear that there was a direct effect of knowledge sharing on strategic excellence, as the standard regression coefficient amounted to 0.29)), while it became clear that there was a direct effect For organizational creativity in strategic superiority, the standard regression coefficient reached (0.52), and all of these effects were significant, because the critical ratio values (C.R.) shown in Table (1) amounting to (10.165,

Figure (2) The indirect effect of organizational creativity on strategic superiority through mediating knowledge sharing

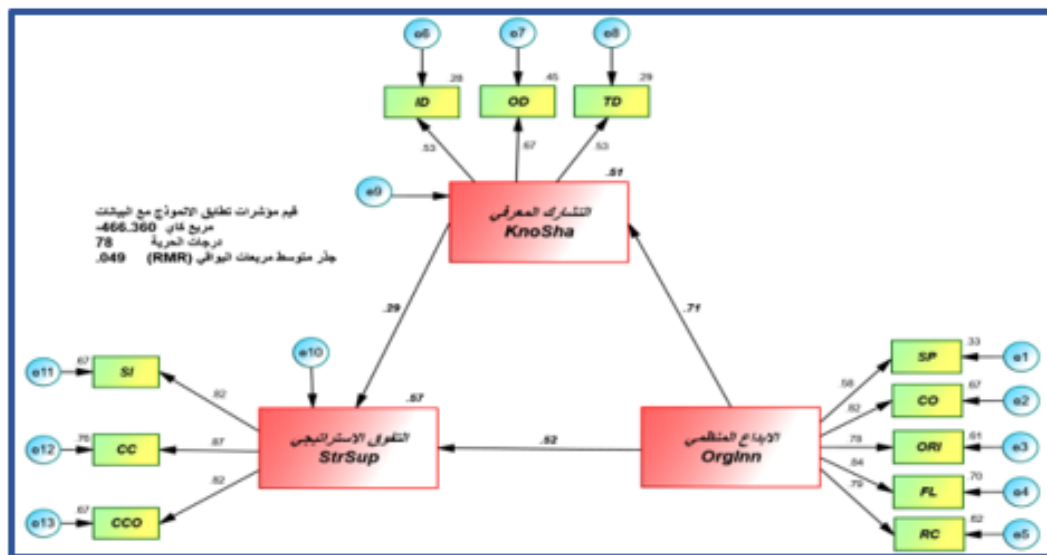


Table (1): Paths and parameters of testing the effect of organizational creativity on strategic excellence through mediating knowledge sharing

| Tracks | | Standard gliding weights | Non-standard assessment | standard error | critical ratio | Significance | |
|-----------------------|------|---------------------------|-------------------------|----------------|----------------|--------------|------|
| knowledge sharing | <--- | organizational creativity | .711 | .708 | .070 | 10.165 | *** |
| Strategic superiority | <--- | organizational creativity | .521 | .608 | .109 | 5.603 | *** |
| Strategic superiority | <--- | knowledge sharing | .288 | .338 | .109 | 3.102 | .002 |

Preparation (Farah gwad, 2022)

Thus, we note that the value of the indirect influence is deduced through the two paths in which the mediating variable mediates knowledge sharing between the independent variable organizational creativity and the dependent variable strategic superiority, and thus the indirect effect reached (0.205), and this is what appeared and thus it becomes clear that the direct and indirect total effect Direct has reached (0.726). It is also evident from that the value of the interpretation coefficient (R2) of strategic superiority has reached (0.57), which means that the changes that occur in strategic superiority are due to the change in the value of creativity.

The percentage of knowledge sharing is (57%), and the remaining percentage (43%) is due to the influence of other variables not included in the study model.

Table (2): Direct and indirect influence pathways for the seventh main hypothesis

| R2 | overall effect | indirect effect | direct effect | Tracks |
|------|----------------|-----------------|---------------|--|
| .570 | .7260 | | .5210 | Strategic superiority <---Organizational Creativity |
| | | 0.205 | | Strategic superiority <--- knowledge sharing <---Organizational Creativity |

Preparation (Farah gwad, 2022)

In order to test the significance of the results of the indirect influence of the independent variable (organizational creativity) on the dependent variable (strategic superiority) through the mediating variable (cognitive sharing), it was relied on the (Sobel) test, through which it was possible to ascertain the significance of the indirect influence entered by the mediating variable. . The value of (Sobel Test) can be reached through a computer program that depends on the value of four basic parameters, as shown in Table (3): Sobel Test Results

Table (3): Sobel Test Results

| P-value | test value Sobel | input | form |
|---------|------------------|--|--|
| 0.003 | 2.965 | a = 0.708 b = 0.338 S _a = 0.070 S _b = 0.109 | Strategic superiority <---Organizational Creativity |
| | | | Strategic superiority <--- knowledge sharing <---Organizational Creativity |

Preparation (Farah gwad, 2022)

Necessary or non-essential item

As it is clear from Table (3) that the (p-value) was a significant value and this confirms the significance of the results of the indirect impact test of organizational creativity in strategic excellence through the mediating variable knowledge sharing. This confirms the partial mediation role played by the mediating variable, knowledge sharing, in the relationship

between the independent variable, organizational creativity, and the dependent variable, the strategic superiority at the level of the Kufa cement factory, the study sample. Based on the above, the seventh main hypothesis can be accepted.

Materials and Methodology

Cronbach's alpha, Spearman Brown - correlation coefficient-Test of normal distribution

Results and discussion

It was found through the current study that the Kufa Cement Factory has creative workers and aspires to strategic excellence in its work area by adopting a creative method and also sharing internal knowledge that benefits the organization as a whole and obtains the best results by using the technological factor, circles of influence and sensitivity to problems to reach the planned goals and obtain competitive position in a highly competitive environment, It is further clarified through the Conclusions and Recommendations

Conclusions

1. Encouraging employees to rely on their individual efforts and develop their own capabilities and abilities to improve product quality, pay attention to developing organizational methods and lines of communication, control the flow of information, enhance its flow and benefit from it, as well as pay attention to related technological developments that will enhance the factory's ability to achieve strategic superiority over competitors.
2. The concern of the lab management in the organizational dimension when it is directed to improving the level of knowledge sharing by formulating the objectives of the lab.
3. The lab has adopted evaluation and judgment to improve its ability to prepare for strategic superiority, especially when faced with many opportunities, as a result of its management having the ability to differentiate between profitable and unprofitable opportunities.
4. The factory management's interest in improving and developing the capabilities of the employees, by holding training courses for its employees to improve and develop its products.

Recommendations

- 1- Emphasis should be placed on developing the technology used in the various functions of the lab, and paying attention to technological innovations in the lab.
- 2-The necessity of adopting adventurous strategies and challenging methods and relying on proactive behavior in anticipating events and predicting competitors' movements, going into the conditions of risk and resisting the performance of competing products and putting forward new ideas developed for the quality of the cement product that would enhance the capabilities of the plant in achieving strategic superiority.
- 3- The need to work on defining proactive roles in anticipating and preparing for problems, especially with regard to involving workers in providing solutions to them and creating positive environments that support work.
- 4- The management of the laboratory should pay more attention to the individual dimension when it goes to improving knowledge sharing by providing an atmosphere of trust and allowing the acquisition of new knowledge through the adoption of technology that facilitates work procedures.

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