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ORGANIZATIONAL KNOWLEDGE AND ITS ROLE IN ENHANCING INNOVATIVE WORK AN ANALYTICAL STUDY ON THE BRANCH OF ZAIN TELECOMMUNICATIONS COMPANY IN BABYLON/ IRAQ

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ABSTRACT:

The aim of this research is to find out the impact of organizational knowledge on innovative work, as well as to reveal the amount of significant statistical differences in the answers of the employees at Zain Communications, Babylon Branch and to discover the extent of senior management's commitment to organizational knowledge in order to achieve work innovation. The research community consisted of (193) employees who work at Zain Telecommunications, Branch Babylon, while the research sample was selected by random class method, consisting of (33) individuals. The research was based on the descriptive analytical method, and field data was collected through a questionnaire form which was formed and developed to measure the research objectives and test its hypotheses. The data consisted of two parts; first of which dealt with the dimensions of organizational knowledge, while the second part contained the dimensions of the innovative work. Statistical Package for the Social Sciences (SPSS) software was used in data analysis while descriptive statistical methods were used to describe research data, as well as the statistical inferential method was adopted in measuring research objectives and testing its hypotheses. The research has reached a set of results, the most important of which is the existence of a link relationship between organizational knowledge and innovative work. Statistical processes showed an influential relationship between organizational knowledge and innovative work. Both of the researchers aim at putting

forward a set of recommendations, which are considered as solutions to the problems that the company, the research's sample, suffers from and the most important of these recommendations are: the need to pay attention to work through strengthening the spirit of cooperation and working within an integrated team, creating an organizational culture that encourages continuous communication in order to exchange experiences among workers at different levels making this knowledge open and accessible to all.

INTRODUCTION:

This century witnesses tremendous developments in various fields, the most important of which are business and economy, and brought great challenges for business organizations. The most prominent of these developments and challenges is the phenomenon of globalization and the globalization of the economy and the transition towards the cognitive economy, as many intellectuals, researchers, consultants and managers adopt knowledge as an essential resource for competitive advantage instead of capital, as knowledge is the essence of modern economic growth. Knowledge management practices may not be modern because knowledge accumulated by working across ages, and what can be considered a recent is the involvement of knowledge management in a major task in business administration, thus organizational knowledge demonstrated its importance in business companies in order to reach innovative work.

Many researchers emphasize that working individuals have in their minds a vast wealth of experience and accumulated knowledge gained during their work in the company and this knowledge and experience are diverse regarding the services they provide. The organizational knowledge, although large, is scattered among workers of different positions, they are distributed to administrative departments and units, which makes the company unable to get benefit of this knowledge. Therefore, it is necessary to find direct and continuous means of communication among these individuals in order to make use of the knowledge they possess so as to achieve innovation in work.

In order to clarify this, the research was structured into four sections: the first one dealt with the methodology of the research (problem, importance, objectives, hypotheses, and the hypothetical scheme of the research) while the second section dealt with the theoretical and intellectual framework of the research and it came in two axes; the first one dealt with organizational knowledge and the second focused on innovative work and its dimensions. The third section addressed the practical aspect of the research. The fourth section presented the most important results the research reached as well as the recommendations it introduced.

SECTION ONE: - RESEARCH METHODOLOGY

First: Research Problem

The topics of organizational knowledge received great attention among business organizations as they are the basis through which organizations can improve innovative work as well as deal with the shortcomings that the organizations, the research's sample, suffer from. And because of the rapid environmental developments and major leaps in the world of businesses, the following questions could be raised:

1. What is the level of the organizational knowledge of the studied sample?
2. What are the issues that the studied sample can follow in order to improve innovative work?
3. What is the level of the contribution of the organizational knowledge to improving innovative work?

Second: Research Importance

This research derives its significance from the following: -

a. The contribution of providing a range of points of views to create and improve the innovative work.
b. This research derives its field importance through contributing to vital aspects, among which is to get the studied sample to know the need to pay attention to organizational knowledge in order to create the innovative work.
c. Demonstrating the role in which the organizational knowledge contributes in creating communication and cooperation among individuals to improve the innovative work.

Third: - Research Objectives

The nature of the research objectives can be illustrated in the following points: -

1. Knowing the level of the organizational knowledge that the research sample has.
2. Identifying the role of organizational knowledge in improving innovative work
3. Identifying the dimensions of organizational knowledge that contribute in improving innovative work.

Fourth: Research Hypothetical Scheme

After addressing the problem, the importance and objectives of the research, a hypothetical scheme is drawn to show the nature of the relationship among the research variables, see figure (1), as the hypothetical scheme involves two variables which are:

1) The Independent Variable: The organizational knowledge, it includes three dimensions which are (knowledge management processes (KMP), knowledge management technologies (KMT), knowledge teams (KT)),
2) Dependent Variable: Innovative work, it involves three dimensions: (discovering opportunities (DO), generating ideas (GI), promoting ideas (PI))

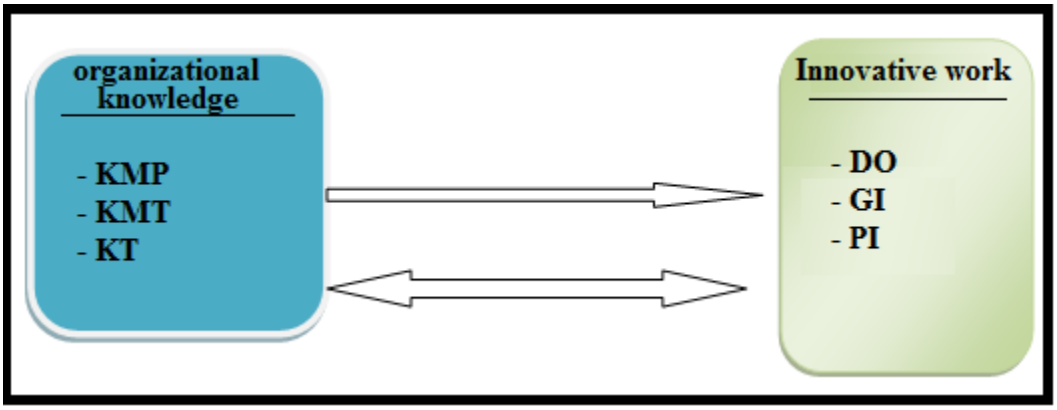

Figure (1) hypothetical scheme

Fifth: Research Hypotheses

The First Main Hypothesis:

There is no link correlation of a statistical and significance level between the organizational knowledge and innovative work?

1. There is no link correlation of a statistical and significance level between knowledge management processes and creative innovation?
2. There is no link correlation of a statistical and significance level between knowledge management technologies and innovative work?
3. There is no link correlation of a statistical and significance level between knowledge teams and innovative work?

***The Second Main Hypothesis**:*

There is no impact correlation of a statistical and significance level between the organizational knowledge and innovative work?

1. There is no impact correlation of a statistical and significance level between knowledge management processes and creative innovation?
2. There is no impact correlation of a statistical and significance level between knowledge management technologies and creative innovation?
3. There is no impact correlation of a statistical and significance level between knowledge teams and creative innovation?

SECTION TWO: THE THEORETICAL ASPECT:

First: Organizational Knowledge:

The Concept of the Organizational Knowledge:

Recently, organizational knowledge has become one of the important topics in the field of knowledge in particular and management in general, in addition to this, this term became a trait of this era. Researchers believe that organizational knowledge focuses on the information that the organization possesses and the ideas, recognition and learning that organization's managers and employees are characterized with in order to contribute in forming the vision of the organization and the type of the strategic option that helps it to survive and continue in the environment in which it works.

Researcher's Viewpoints about the Organizational Knowledge

Organizational knowledge: it is more comprehensive than individual knowledge as it is the clear total individual knowledge available for the organization in form of databases, files, organizational structures and short-term and long-term plans that help in management decision-making and problem-solving (Dawood, 2013:46). Organizational knowledge: it is the information and the routine procedures and methods that it includes which are the reason behind certain behavior (Al-Shimari, 2011:181) Organizational knowledge: it is defined as an entrance to IT and a social entrance, and the entrance to the process as well as an economic entrance (Taha, 2005: 70).

From what was mentioned above it can be said that organizations are more successful when they can extract this knowledge and make it available to all working individuals by storing, transporting and employing it in a better way. On the other hand, the term organizational knowledge is used according to three perspectives, it may be intended to be in a state of constant knowledge, i.e., to be aware of the facts, methods, ways and

principles associated with something through experience, study or both. The second perspective focuses on helping the individual expand his/her personal knowledge and use it according to the organization's needs, i.e. it links knowledge to the learning process in a social context within the organization, and uses the term to express the ability to act i.e. to comprehend and understand the facts, ways and methods, while the third perspective is that knowledge is something that can be stored, categorized and prepared for sharing using information technology, (Dawood, 2013: 46).

The kinds of the organizational knowledge:

The organizational knowledge is in different types and forms, among which are: (Dawood, 2013:47)

a. Declared organizational knowledge: it is the knowledge declared among the individuals working in the organization on different levels and it is possible to deal with those authorized to do so in accordance with the approved organizational levels within the organization. Through this knowledge, it is possible to know the rules of decision-making, regulations, objectives, reports, databases and other forms of knowledge on which the individuals working in the organization depend, which helps them to understand the circumstances surrounding them and to know the size of responsibility and the fulfillment of the duties assigned to them.
b. The implicit organizational knowledge: which is the knowledge that organization's individuals keep in their minds and do not express it, and the implicit knowledge is formed through the experiences that the human being goes through and through study, self-experience and observation of everything that is going on around him, i.e., it is the result of external knowledge and what the human being benefits from according to his/her mental abilities.
c. Internal organizational knowledge: this type of knowledge is produced through the interaction of individuals working in the organization among themselves as well as their interaction with other individuals outside the organization.
d. External organizational knowledge: the sources from which individuals working in the organization can acquire their knowledge can be divided: the first group is represented in the available knowledge, including patents, reports while the second group involves the resulting knowledge which is represented in the coordination and consistency of efforts within the organization.

The state of knowledge in the organization

In some cases, knowledge management is referred to as a technical platform used to preserve and provide knowledge while others see it as an

activity embodied by people. Seeing knowledge management as an activity embodied by people, merging teams as a sub-process of knowledge management is a natural association – and that increases the effectiveness, efficiency and production of organizations.

Through table (2), the state of knowledge is clarified

Individual knowledge		
Organizational knowledge	**Known**	**Unknown**
Known	1. Aware and Unaware	2. Known unknowns
Unknown	3. Ignorance	4. Unknown unknowns
Error	5. Error	6. False truths
Proscribed knowledge	7. Denial	8. Taboos

Source: Jones, et. al, From Tacit Knowledge to Organizational Knowledge for Successful KM, Knowledge Management and Organizational learning, Annals of Information Systems4, DOI 10. 1007/978-1-4419- 0011-1-3, Springer Science +Business Media, 2009, 29-31.

The dimensions of the organizational knowledge

a. **Knowledge management processes**: authors and researchers differed in determining knowledge management processes and eventually agreed that it was a continuous process carried out through the following essential processes:

- The process of acquiring knowledge: it means all activities through which the organization seeks to obtain and acquire knowledge from various sources such as those containing implicit knowledge like specialists, experts, clients and rivals, and explicit knowledge such as databases. (Abu Oda, 2016: 23)

- The process of storing knowledge: it means the processes that include preserving, organizing and maintaining knowledge, and facilitating research and access to it and facilitating the means of retrieving it.

- Knowledge distribution: it means declaring and sharing knowledge among the individuals working in the organization as explicit knowledge is distributed through internal documents, learning and publications, implicit knowledge is distributed too through dialogue and training.

Blogging knowledge involves converting cognitive, emotional and spiritual knowledge into messages that all members of the organization understand. This occurs within the organization but its consequences must be observed in both the internal and external environments. Knowledge blogging facilitates the reuse of knowledge, which increases organizational effectiveness. On one hand, through codification, once-created knowledge is converted into “learned lessons " reports, databases, written cases history and booklets of best practices and successful procedures. These become generally available within the organization, and can be shared among employees to reduce the level of uncertainty in the organization. As a result, less effort is spent to solve similar problems and with lower costs. The same effects are obtained if the results of knowledge codification are included in organizational and routine cultures and practices, this time the value of codified knowledge increases because it exceeds the context of the knowledge application. (Constantin,2018:7)

Knowledge management technologies*:*

Knowledge management has recently become an important field in the specialization of information in order to move towards the knowledge society. In order to achieve that, a set of requirements must be provided among which providing information technology infrastructure, enriching digital content on the Internet through cognitive exchange, education, scientific publishing, training and achieving what is known as the knowledge economy. (Ben Moussa, 2017: 16) When knowledge developers understand the benefits of multi-perspective modeling, they need to know how to fill out forms. To achieve this goal, AIAI offers a number of different knowledge acquisition techniques, focusing on the types of knowledge that each technique is good at acquiring. It turns out that most knowledge acquisition techniques are explicitly acquired while explicit knowledge ("what") or procedural knowledge ("how"); or other types of knowledge may be implicit, such as control knowledge ("when") implicitly found in procedure descriptions, or must be obtained through interview techniques. (Ann &John, 1999: 6)

b. **Knowledge teams**: the knowledge sharing process requires the formation of teams of mutual trust between members, and the ability of members to exchange ideas easily and communicate effectively. (Jejeq and Obeidat, 2014: 98-99) Knowledge management is identified as a process that requires the initiation of purposeful activities. Knowledge management is recognized as a process due to the continuous growth of specialties. In some cases, knowledge management is referred to as a technical platform used to retain teams as a process to manage and provide knowledge while others see it as an activity embodied by people. Looking at knowledge management as an activity embodied by people, merging teams as a sub-process of knowledge management will act as a natural

association - increasing the effectiveness, efficiency and production of organizations. (John&Tekeisha, 2012:2):

SECOND: INNOVATIVE WORK:

The Concept of Innovative Work:

Some confuse creativity as a result of previous efforts with innovation as a behavior practiced in a particular location, while innovation is presenting something new that may be represented in a product or service provided or adopted by the organization for the first time, but innovative behavior is the behavior practiced by the individual or the group in the workplace and does not necessarily lead to new results, services and products, as it is the distinctive behavior practiced by the individual or precede innovation in its final form, and may be this behavior is innovative in itself when the individual practices it for the first time in the organization. Innovative work: is meant to be the distinctive behavior of a group or an individual within the organization and does not necessarily lead to new results, products and services, but it is a behavior that precedes innovation in its final form, and this behavior may be considered as innovative in itself when practiced. The innovative work was defined as all the work done by individuals, which leads to generate new ideas and apply them at any organizational level, hence the innovative work is the result of a set of decisions taken by individuals, starting from the awareness of attitudes followed by interest and collecting data and information and then evaluating the alternatives obtainable and then applying the available alternatives and eventually adopting or rejecting a particular idea. (Ben Win, 2018: 3)

Innovation is not only a feature of exceptional individuals, such as Nobel Prize winners or certain jobs such as artists, since seriousness and authenticity are their remarkable traits, but also for individuals in other types of jobs. There are individuals who are regularly involved in innovative work such as producing new solutions or designs that are widely useful. In these jobs, identifying problems is a part of the primary business task. (SANDRA, 2018:1)

The Importance of Innovative Work:

The pros that are offered by innovation phenomenon in organizations could be summarized as the following:

a. The ability to adapt to dynamic changes in the surrounding environment. This makes the organization's situation stable and ready to face any fluctuations in the environment.

b. Improving the services provided by the organization.
c. Contributing to the development of the mental and intellectual abilities of the members of the organization by providing them with opportunities to choose those abilities.
d. The best use of the available resources through the use of scientific methods that cope with recent developments.
e. The ability to balance human and material potential with development programmes. (Seifuldin, 2016: 25)

The Levels of Innovative Work:

Level 1: Includes solutions to routine problems which were found using well-known methods in the field of specialization in which the problem occurs;
Level 2: Includes minor improvements to an existing system through the use of well-known methods in the industry where the problem occurs, the improvements are usually of a compromise-type.
Level 3: Includes essential improvements to an existing system by using well-known methods outside the industry framework in which the problem occurs, and it requires essential improvement to solve some contradictions.
Level 4: Producing something new using a new rule or law to do the basic functions of the system.
Level 5: Rare scientific discovery or an authentic pioneer innovation of a new system, which is equivalent to the level of innovative penetration. (Al Harbi, 2008: 23)

1. The Dimensions of the Innovative Work:
After looking for the most important dimension of creative work, most researchers agreed to address three dimensions: (discovering opportunities, generating ideas, promoting ideas)

a. **Discovering Opportunities:** it is one of the dimensions of innovative work, which is interested in the search for innovative opportunities and is intended to learn and benefit, and the process of innovation begins with the so-called performance gap or the lack of compatibility between empowerment and actual performance, which leads working individuals to discover new opportunities. (Natifat, 2006: 35)

b. **Generating ideas:** it is interested in bringing new ideas and initiatives which are interested in changes at the level of the organization, and shows the generation of ideas mainly from reorganizing or blending current information and ideas to improve performance and solve problems in a distinctive way. (Azmi, 2006: 41)

Generating Ideas Step

Three practical variables can lead to a set of superior group of ideas:

- If the average quality of ideas created or initially selected is higher, the quality of the selected subgroup will also be higher
- The number of distinguished generated ideas also affects the quality of the idetified subgroup
- Variation in the quality of ideas in the group also affects the quality of the identified subgroup (Karan & Christian, 2007:7).

Promoting Ideas: promoting is meant to be a set of activities aimed at communicating with customers, in order to raise awareness about a new idea, which motivates working people to apply ideas. (Al-Ajala, 2009: 13)

SECTION THREE: THE PRACTICAL ASPECT

First Axis: The Research Community and Sample:

First: The Research Community*:*

Zain Iraq is one of the leading Zain Group companies in mobile telecommunications and data services in the Middle East and North Africa. The percentage of awareness of the brand reaches 97% of the total population of Iraq, as the company builds its strategy around understanding the consumer's desire and making him/her the focus of any service or idea that it presents in the market. Zain Iraq is keen to provide the best and most advanced services so that the client can achieve what he aspires to wherever he is, that's why clients are the most important driver behind the company's success and premium service standards remain the primary driver of delivering the latest technology in the telecommunications and information sector. Zain Iraq's vision for 2020 is based on partnership with the younger generation to get all the products and services they need in the development of their life through communication with the world. The size of the research community is (193) and a random sample of (37) individuals working in the company was selected, and the questionnaire form was distributed as: one form to the branch manager (3) forms to the dept. managers, (17) forms to administrative employees, and (16) forms to customers' service providers.

Second: The Research Sample: Babylon branch was chosen to represent a sample of the original community of the research, the branch includes more than 193 employees. A random group of (17%) of individuals working in the branch of Babylon was selected and the number of items reached (37) which were distributed randomly and the distribution was as follows:

Table (3) illustrates the number if forms that were distributed and the returned valid forms for testing

Administrative levels	The number of forms distributed	Number of Returned Investments	Number of damaged forms	The number of valid forms for test
Branch Manager	1	1	0	1
Department official	3	3	1	2
administrative staff	17	17	2	15
Customer service employees	16	16	1	15
The number of valid forms for test = 33				

Second Axis: Questionnaire Design:

This axis addresses the practical framework of how to build a research tool to collect the required information for research and the scientific procedures used to ensure the authenticity and reliability of the research tool, and it shows the field procedures for applying the research and appropriate statistical methods for analyzing the obtained data.

First: The Research Tool Design:

It depended on questionnaire method as an essential data collection tool, and a foundation to identify the opinions and tendencies of the research sample, as questionnaire method is an important and essential tool for data collection in field research due to the ability to control questions and the facts to be collected from the research community.

The questionnaire form was divided into two sections as the following: section 1:

Questions relating to the dimensions of the **organizational knowledge** and included (3) axes as the following:

(1) Knowledge management processes: included (4) items. (2) Knowledge management techniques: included (4) items. (3) Knowledge teams: included (4) items.
Section 2: it is connected to questions which are related to the variable of the **innovative work** including (3) axes:

(1) Discovering opportunities: it included (4) items. (2) Generating ideas: included (4) items. (3) Promoting ideas: included (4) items. The answers were in two sections of closed answers according to the Likert 5-item scale (strongly agree, agree, neutral, disagree, strongly disagree).

The weighted average of the answers of sample to the questions was calculated similarly to the Likert scale, which is considered as one of the best methods of measuring orientations. The weighted average is used if the variable takes values that are vary in terms their importance, so this importance must be taken into consideration by giving each phrase the appropriate weight for its importance, and the appropriate weight of the importance was given to each phrase of the questionnaire as the following.

SECOND: STATISTICAL PROCESS METHODS:

Statistical analysis of the answers research sample was done using the following statistical methods:

1. Conducting a test of validity and consistency of the questionnaire questions used in data collection using Cronbach Alpha coefficient.
2. Repetitions and percentages are to be used to describe the research individuals and determine the ratios of their answers to the questionnaire's phrases.
3. The arithmetic mean is to be used to arrange the research individuals' answers to the questionnaire phrases according to the degree of agreement.
4. Standard deviation is to be used to measure the homogeneity of the research individuals' responses to their average agreements towards the research variables. "It indicates the efficiency of the arithmetic mean in representing the data center so that the arithmetic mean is of more quality whenever standard deviation value reduces".

THIRD: THE TOOL'S VALIDITY

The validity of the research tool is defined as the extent to which the data collection tool or measurement procedures can measure what is required to be measured, i.e., if the data collection tool can measure the purpose it is designed to measure, it is therefore valid. Validity also means that the questionnaire form should cover all the elements that must be included in the analysis on the one hand, and the clarity of its items and vocabulary on the other, so that it is understandable to all who use it. The validity of the research tool was confirmed by two types of validity: face validity and construct validity.

Face Validity:

It is one of validity types of the tool that is relied on in measurement as it is known as the ability of the scale to measure what should be measured by looking at it and examining the appropriateness of its items to measure the different dimensions of the variable.

To verify the face honesty of the questionnaire and whether it really measures what it was designed for, the questionnaire was presented in its initial form to a number of faculty competent and expert arbitrators, they expressed their comments and suggestions on the contents of the questionnaire, and then the arbitrators' recommended amendments and additions were made.

Construct Validity:

After being verified, the face validity of the research tool was applied on a sample of (37) individuals of the research community.

Fourth: The Research Tool Reliability:

Reliability is defined as "consistency in tool results, and is intended to mean the ability of the scale to obtain the same results if the tool itself is reused. The research tool was confirmed to be reliable by applying it in its final form to (37) individuals from the research community, and several days later after been distributed, they were returned, extracted and analyzed using the Statistical Package of the Social Sciences (SPSS. v22) software to calculate their reliability rate by the Cronbach Alfa reliability coefficient and table (4) shows the tool's validity coefficient.

Table (4) Cronbach Alfa coefficient for measuring the reliability of the organizational knowledge axis

NO.	axis	number of phrases	Cronbach Alfa
1	**knowledge management processes**	4	0.621
2	**knowledge management techniques**	4	0.618
3	**Knowledge Teams**	4	0.623
The grand total of the axis paragraphs		12	0.724

Table (4) shows that the values of reliability coefficients are all positive with the convergence of their values from one axis to another, their maximum limit in the third axis reached (0.623), and their minimum limit

in the second axis reached (0.618), all of which are high reliability coefficients which assures the availability of a high degree of reliability for questionnaire in addition to its validity.

Table (5) Cronbach Alfa coefficient for measuring the reliability of the innovative work axis

NO.	axis	number of phrases	Cronbach Alfa	
1	**Exploring Opportunities**	4	0.620	
2	**Idea generation**	4	0.626	
3	**Promote ideas**	4	0.622	
The grand total of the axis paragraphs		12	0.724	0.627

Table (5) shows that the values of reliability coefficients are all positive with the convergence of their values from one axis to another, their maximum limit in the second axis reached (0.626), and their minimum limit in the first axis reached (0.620), all of which are high reliability coefficients which assures the availability of a high degree of reliability for questionnaire in addition to its validity.

Third Axis: Viewing, Analyzing and Interpreting the Research Results

First: the organizational Knowledge (The Independent Variable)

Table (6) Repetitions and percentages of the sample individuals' answers to the dimensions of the organizational knowledge

NO.	mean	S.D	%	NO.	mean	S.D	%
1	3.9	4.5	%78	**1**	3.9	4.2	%78
2	3.8	4.3	%76	**2**	3.8	4.6	%76
3	3.7	3.8	%74	**3**	3.7	3.4	%74
4	3.9	4.4	%78	**4**	3.8	4.2	%76
KMP	**3.9**	**4.3**	**%76**	**KMT**	**3.6**	**4.2**	**%76**
1	3.8	4.2	%76				
2	3.8	4.0	%76				
3	3.6	3.4	%72				
4	3.8	3.8	%76				
KT	**3.8**	**4.1**	**%74**				

Table (6) shows the repetitions of **the dimension of knowledge management processes** as the first item obtained a weighted arithmetic mean of (3.9), which is larger than the hypothetical mean, and a standard

deviation of (4.5) and a materiality of (78%), which indicates that the company monitors the organizer of the available and restored knowledge from its various sources. The second item obtained a weighted arithmetic mean of (3.8), which is bigger than the hypothetical mean, and a standard deviation of (4.3) and a materiality of (76%), and that means that the company provides several storages means for archiving paper documents electronically. The third item obtained a weighted arithmetic mean of (3.7), which is bigger than the hypothetical mean, a standard deviation of (3.8) and a materiality of (74 percent), indicating that the company is working on exchanging knowledge at all administrative levels. The fourth item obtained a weighted arithmetic mean of (3.9), which is bigger than the hypothetical mean, a standard deviation of (4.4) and a materiality of (78%), and that means that the employees of the company understand the importance of the knowledge management in supporting the activities of the company's work.

Table (6) shows the repetitions of **the knowledge management techniques dimension**, as the first item obtained a weighted arithmetic mean of (3.9), which is bigger than the hypothetical mean, a standard deviation of (4.2) and a materiality of (78 %) which indicates that the employees of the company are informed of information and updates related to knowledge. The second item obtained a weighted arithmetic mean of (3.8), which is bigger than the hypothetical mean, a standard deviation of (4.6) and a materiality of (76 %), which indicates that the employees of the company can easily access knowledge and attitude explanation. The third item obtained a weighted arithmetic mean of (3.7), which is bigger than the hypothetical mean, a standard deviation of (3.4) and a materiality of (74%), which means that the administration is interested in offering effective and developed means of communication in the company. The fourth item obtained a weighted arithmetic mean of (3.8), which is bigger than the hypothetical mean, a standard deviation of (4.2) and a materiality of (76%). This indicates that communication among the administrative departments within the company is easy and fast.

Table (6) shows repetitions of **the knowledge teams' dimension** as the first item obtained a weighted arithmetic mean of (3.8), which is bigger than the hypothetical mean, a standard deviation of (4.2) and a materiality of (76%), which indicates that the company encourages work according to the principle of the teamwork. The second item obtained a weighted arithmetic mean of (3.8), which is bigger than the hypothetical mean, a standard deviation of (4.0), and a materiality of (76%), which means that the management of a company focuses on the team performance rather than the individual one. The third item obtained a weighted arithmetic mean of (3.6), which is bigger than the hypothetical mean, a standard deviation of (3.4) and a materiality of (72%), which means that trust prevails among the members of the teams within the company. The fourth

item obtained a weighted arithmetic mean of (3.8), which is bigger than the hypothetical mean, a standard deviation of (3.8) and a materiality of (76%), indicating that cooperation prevails among colleagues within Babylon branch of Zain Telecommunications.

Second: Innovative Work (The Dependent Variable)

Table (7) Repetitions and percentages of the sample individuals' answers to the dependent variable (the innovative work)

Table (7) illustrates the repetitions of the dependent variable (innovative work dimension)

NO.	**mean**	**S. D**	**%**	**NO.**	**mean**	**S.D**	**%**
1	3.8	4.2	%76	**1**	3.8	3.9	%76
2	3.7	3.4	%74	**2**	3.8	4.3	%76
3	3.9	4.3	%78	**3**	3.7	3.7	%74
4	3.7	3.7	%74	**4**	4.0	5.0	%80
DO	**3.8**	**3.9**	**%76**	**GI**	**4.1**	**4.3**	**%78**
1	3.6	4.1	%72				
2	3.8	3.6	%76				
3	3.7	3.9	%74				
4	3.8	4.0	%76				
PI	**3.7**	**3.8**	**745**				

The repetitions of **discovering opportunities dimension,** the first item obtained a weighted arithmetic mean of (3.8), which is bigger than the hypothetical mean of (3) and obtained a standard deviation of (4.2), which means that there is a fragmentation in the ideas of the individuals working in company and the materiality of this item reached (76%), which indicates that the company always seeks to look for sources for opportunities and take advantage of them. The second item obtained a weighted arithmetic mean of (3.7), which is bigger than the hypothetical average of (3) and obtained a standard deviation of (3.4), which means that there is a fragmentation of the ideas of the individuals working in the company and the materiality of this item reached (74%), which indicates that the company is always looking for innovative opportunities rather than other kinds of opportunities available. The third item obtained a weighted an arithmetic mean of (3.9), which is bigger than the hypothetical means of (3) and obtained a standard deviation of (4.3), which means that there is a fragmentation in the ideas of the individuals working in the company and the materiality of this item reached to (78%), which indicates that the company is distinguishing innovative opportunities from other kinds of opportunities available. The fourth item obtained a weighted arithmetic mean of (3.7), which is bigger than the

hypothetical means of (3) and obtained a standard deviation of (3.7), which means that there is a fragmentation in the ideas of the individuals working in the company, and the materiality of this item reached to (76%), which means that the company is working to collect information about innovative opportunities.

The repetitions of the **generating ideas dimension,** the first item obtained the weighted arithmetic mean of (3.8), which is bigger than the hypothetical mean of (3) and also obtained a standard deviation of (3.9) which means that there is a fragmentation in the ideas of the individuals working in the company and the materiality of this item reached (76%), which means that the company encourages employees to suggest new ideas. The second item obtained a weighted arithmetic mean of (3.8), which is bigger than the hypothetical means of (3) and obtained a standard deviation of (4.3), which means that there is a fragmentation in the ideas of the individuals working in the company and the materiality of this item reached (76%) and this indicates that the company works on applying the new ideas and try them. The third item obtained a weighted arithmetic mean of (3.7), which is bigger than the hypothetical means of (3) and a standard deviation of (3.7), which means a that there is a fragmentation in the ideas of the individuals working in the company, the materiality of this item reached (74%) and this indicates that the company seeks to remove obstacles to new ideas. The fourth item obtained a weighted arithmetic mean of (4.0), which is bigger than the hypothetical means of (3) and obtained a standard deviation of (5.0), which means that there is a fragmentation in the ideas of the individuals working in the company and the materiality of this item reached (80%), which means that the company pays a reward to motivate the owners of innovative ideas.

The repetitions of the **promoting ideas dimension,** the first item obtained a weighted arithmetic mean of (3.6), which is bigger than the hypothetical mean of (3) and obtained a standard deviation of (4.1), which means that there is a fragmentation in the ideas of the individuals working in the company and the materiality of this item reached (72%) which means that there is acceptance of innovation as a part of the current situation. The second item obtained a weighted arithmetic mean of (3.8), which is bigger than the hypothetical means of (3) and obtained a standard deviation of (3.6), which means that there is a fragmentation in the ideas of the individuals working in the company and the materiality of this item reached to (76%), which means that the company is continuously applying the innovative opportunities. The third item obtained a weighted arithmetic mean of (3.7), which is bigger than the hypothetical mean of (3) and obtained a standard deviation of (3.9), which means that there is a fragmentation in the ideas of the individuals working in the company and the materiality of this item reached (74%) and this indicates that the company bears the risks in order to apply innovative opportunities. The

fourth item obtained a weighted arithmetic mean of (3.8), which is bigger than the hypothetical means of (3) and also obtained a standard deviation of (4.0) which means that there is a fragmentation in the ideas of the individuals working in the company and the materiality of this item reached (76%), which means that the company negotiates the possibility of supporting the opportunities available.

Fourth Axis: Analyzing and testing the linking correlations among the research variables

This research aims at: -
Testing the correlation between the research variables using simple correlation coefficient and then testing the level of significance of the correlation coefficients using a (t) test, as there is a relationship of a significance level if the calculated (t) value is larger or equal to the tabular value (t), but if it is smaller than its tabular value, the relationship is not of a level of significance at (1%), and to achieve this goal it is necessary to verify the possibility of accepting or rejecting the first main hypothesis and the assumptions emerging from each one of them.

Table (8) Results of linking relationships between the dimensions of organizational knowledge and innovative work with (t) values.

Variables	**R**	**T**	
KMP	**0.038**	**0.065**	**0.059**
KMT	**0.177**	**0.312**	
KT	**0.816**	**2.393**	

Testing the first main hypothesis, which states that "there is no linking correlation between the organizational knowledge and the innovative work"

(X1) Hypothesis test: (There is no morally significant correlation between knowledge management processes and creative work). Table (8) indicates that there is a positive correlation between knowledge management processes (X_1) and variable (y), as the simple correlation coefficient value reached (0.038) and this relationship is of a level of significance at (1%) which is larger than its tabular value of (0.065). The results also reflected the existence of positive and strong correlations between **knowledge management processes** and innovative work, as demonstrated by the values of the correlation coefficient, which was (0.038) and these relationships were of a level of significance of (1%) and this was indicated by the calculated the (t) value of (0.065).

(X2) Hypothesis Test: **(There is no a correlation of a level of significance between knowledge technologies management and the dimensions of the innovative work)**. Table 8 indicates a positive correlation between knowledge technologies management (X_2) and variable (y), as the simple correlation coefficient value reached (0.177) and this correlation is of a level of significance at (1%) and was reflected in the calculated (t) value which reached (0.312), which is larger than its tabular value of (0.065). The results also reflected the existence of positive correlations between **knowledge management technologies** and innovative work, as demonstrated by the value of the correlation coefficient, which was (0.177) and these correlations were of a level of significance of (1%) and this was indicated by the calculated (t) value of (0.312).

(X3) Hypothesis Test: (**There is no a correlation of a level of significance between the knowledge teams and the dimensions of innovative work)**. Table 8 indicates that there is a positive correlation between the **knowledge teams** (X_3) and variable (y), as the value of the simple correlation coefficient reached (0.816) and that this correlation is of a level of significance of (1%) and this is reflected in the calculated (t) value of (2.393) which is larger than its tabular value of (0.065). The results also reflected the existence of positive and strong correlations between the **knowledge teams** and innovative work as indicated by the value of the correlation coefficient, which was (0.816) and these correlations were of a level of significance of (1%) and this was indicated by the calculated (t) value of (2.393).

Fourth Axis: The analysis and test of the impact orientations among the research variables

Preface: - This research aims at testing the effect of the independent variable (**organizational knowledge dimensions**) individually and collectively on the adopted variable (innovative work), depending on the Simple Regression Analysis and (F) test to determine the level of significance of the simple regression equation, as there is a level of significance if the calculated (F) value is larger than the (F) tabular value and there is no such effect if the calculated (F) value is smaller than the (F) tabular value at a level of significance of (1%), in addition, the coefficient of determination (R^2) was used to explain how much independent variables affect changes on the adopted variable, and (T) test was also used to determine the test of the level of significance of the impact correlations at (1%).

Table (9) the parameter estimation of the simple linear regression model to measure the impact of the organizational knowledge on the innovative work dimensions

Variables	**innovative work**				
	a	**B**	**R^2**	**F**	**T**
KMP	1.861	0.122	0.001	0.004	0.065
KMT	1.602	0.499	0.031	0.097	0.312
KT	1.689	4.042	0.656	5.727	2.393

$F_{tabular}$=0.003, $T_{tabular}$=0.0.065

Depending on what was mentioned above, the objective of the research will be achieved to test the fifth main hypothesis, which states that (there is no statistically significant impact relationship between the dimensions of organizational knowledge and innovative work)

(X1) Hypothesis Test: - (There is no correlation of impact with a level of significance of knowledge management processes on innovative work). The statistical results also reflected the existence of a positive impact correlation of **knowledge management processes** (X_1) on **innovative work** (Y), as the calculated (F) value for the simple linear regression model **knowledge management processes** reached (0.004) which is larger than the (F) tabular value of (0.003) with a level of significance of (1%), indicating the level of significance of the estimated model, the value of the regression coefficient was as follows: (B=2.365) for each of the indicators of **knowledge management processes** at the mentioned level of significance, i.e. a change of one unit after measurement affects the innovative work, which indicates the reliability of the level of significance of the simple linear regression model.

The results showed the value of the interpretation coefficient (R^2) which was (0.332) meaning that the **knowledge management processes** (X_1) explain a proportion of changes that happen on the innovative work. The remainder belongs to the contribution of other variables that are not involved in this search plan. The calculated (T) value was (1.220) which is larger than its tabular value of (0.065) with a level of statistical significance of (1%), which indicates the reliability of the regression coefficient (B) for each of the **innovative work** at the mentioned level of significance, and thus the reliability of the level of significance of the simple linear regression model. **"Through all above, it is clear that the first hypothesis is rejected and that the hypothesis that states that there is an impact correlation between the two variables is accepted."**

(X2) Hypothesis Test: - (There is no impact correlation of a level of significance of knowledge management technologies on innovative work)

Table (9) indicates a positive correlation of impact between **knowledge management technologies** (X_2) and **innovative work** (Y), as the (F) calculated value of the simple linear regression model of **knowledge management technologies** whose value was (0.097) which is bigger than the (F) tabular value of (0.003) at a level of significance of (1%), indicating the estimated model's level of significance, while the value of the regression coefficient is (B=0.499) for each of the indicators of **knowledge management technologies** at the mentioned level of significance, i.e. a change of one unit of **innovative work**, this means the reliability of the simple linear regression model's level of significance.

The results also reflected the value of the interpretation coefficient (R^2) which was (0.031) meaning that knowledge management technologies (X_2) explain a proportion of changes happen on innovative work. The remainder belongs to the contribution of other variables that are not involved in the research plan. The calculated (T) value was (0.312) which is larger than its tabular value of (0.065) with a level of statistical significance of (0.01) which indicates the reliability of the regression coefficient (B) for each of the **marketing performance dimensions** at the mentioned level of significance, and thus the reliability of the level of significance of the simple linear regression model. "**Through all above, it is clear that the main hypothesis that states that there is no impact between the two variables is rejected and the hypothesis that states that there is an impact correlation between knowledge management technologies and innovative work is accepted".**

(X3) Hypothesis Test: - (There is an impact correlation with a level of significance of the knowledge teams on innovative work). Table (9) indicates a positive impact correlation of **knowledge teams** (X_3) on **innovative work** (Y) as the (F) calculated value of the simple linear regression model of the indicators of the knowledge teams was (5.727) which is larger than its tabular value of (0.003) at a level of significance of (1%) reflecting the estimated model's level of significance, the value of the regression coefficient reached (B=4.042) for each of the **knowledge teams** indicators at the mentioned level of significance, i.e. a change of one unit of knowledge dimension affects the indicators of **innovative work**, and this indicates the reliability of the simple linear regression model's level of significance and the results also reflected the value of the interpretation coefficient (R^2) which was (0.656) meaning that the **knowledge teams** dimension (X_3) explains a proportion of changes that happen to **innovative work**. The remaining proportion belongs to the contribution of other variables that are not involved in this research plan. The (T) calculated value was (2.393) which is larger than its tabular value of (0.065) at the statistical significance of (0.01) and this indicates which indicates the reliability of the regression coefficient (B) for both

innovative work at the mentioned level of the significance, and the reliability of the level of significance of the simple linear regression model. .. **Through all above, it is clear that the main hypothesis that states that there is no impact between the two variables is rejected and the hypothesis that states that there is an impact correlation between knowledge teams and innovative work is accepted".**

Section Four: Conclusions and Recommendations

First Axis: Conclusions

1- Zain Telecommunications Babylon Branch is interested in storing the explicit knowledge in documents and records and it is not sufficiently interested in the implicit knowledge.
2- There is a correlation between organizational knowledge and innovative work.
3- Statistical processes confirmed an impact relationship between organizational knowledge and innovative work.
4- Zain Communications Company's interest in innovative work is found at a high level and this explains the degree of individuals' behaviors within the company.
5- Through the results reached by both of the researchers, the general level of innovative work among the individuals working in Zain Telecommunications Babylon Branch / Iraq was overall at high levels and this is in line with the company's ambitions.

Second Axis: Recommendations*:*

1- The company, the research sample, should work on adopting leadership patterns that support knowledge management in order to achieve innovation in work.
2- The company should adopt a strategic view concerning knowledge management in order to reach innovation.
3- The need to take care of work by promoting the spirit of cooperation and work within an integrated team.
4- Creating an organizational culture that encourages continuous communication in order to share experiences among workers at different levels, in order to transform this knowledge to be explicit and accessible to all.
5- Fully authorizing sufficient working individuals within the company in order to transfer knowledge among themselves on one hand, and innovation in work on the other.

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