

Knowledge Sharing for Contextual Performance: An Empirical Study in the Ministry of Culture, Tourism and Antiquities in Iraq

Sawasn Al-husseini¹ and Rana Daa Abdel Baqi²

¹Institute of Administration - Rusafa, Middle Technical University, Baghdad, Iraq

²Technical College of Management- Baghdad, Middle Technical University, Iraq

Sawasn.alhusseini@mtu.edu.iq

dcc0006@mtu.edu.iq

Abstract: Knowledge and knowledge sharing are the main drivers of economic development and the main key to enhancing performance. This research aims to examine the impact of the knowledge sharing (donating and collecting) on the contextual performance at Ministry of Culture, Tourism and Antiquities in Iraq. To achieve the objectives of the research, the descriptive and analytical approach was used through the distribution of (278) questionnaires to the employees at the Ministry. Structural equation modeling with AMOS v.28 was used to build the model and analyse the relationships between variables. The research found that knowledge sharing can create a performance culture for the Ministry employees by building and encouraging knowledge collecting and donating inside and outside their departments, which in turn, increase their skills and experience in developing the performance of their tasks and duties. The implications of the findings and suggestions for future research are discussed.

Keywords: Knowledge sharing, Contextual performance, Service sector

1. Introduction

Today, service organizations operate in a complex environment and facing global challenges such as intense competition and rapid changes in IT, market instability, in addition to increasing demand for quality of services (Mathew 2010). These external pressures are forcing this sector to be not only efficient and effective but also innovative. Knowledge and knowledge sharing plays a vital role in increasing the effectiveness and creativity of the organisation by converting the tacit knowledge embedded in individuals into explicit knowledge through interaction (Hislop et al. 2018). It's can increase the ability of organisational members to solve complex problems at work, reduce errors and increase their organisational learning, and accordingly improving their job performance (Abbas and Sağsan 2019).

In developing countries like Iraq, cultural institutions such as the Ministry of Culture, Tourism and Antiquities play a vital role in the economic development of the country by creating a cultural environment stimulating creativity and prosperous tourism. This Ministry faced significant challenges, represented in how to improve its cultural, artistic and tourism activities. It needs to promote the cognitive interaction between its employees to be able to achieve its objectives and perform its work at a high level.

Previous studies have looked at the relationship between knowledge management and performance (Alghaila et al. 2017; Ali et al. 2018). However, few studies dealt with knowledge sharing (donating and collecting) and their impact on the contextual performance of the employees of service organisations in developing countries such as Iraq. Given the importance of the role played by this sector on the economic level, this study seeks to examine the impact of knowledge sharing on the contextual performance at the Ministry of Culture, Tourism and Antiquities, and to provide suggestions and recommendations to the decision makers in light of the results that will be realized.

The structure of the paper is as follows: In the next section the researchers will presents an overview of the literature as the basis for the main and sub-hypotheses. Then, the method used to analyse empirically the hypotheses. After that the findings will be presented. This will be followed by discussions of results of the research, and then, the implications of the research. Finally, outline the main conclusions and points out some of the recommendations for future research and limitation of it.

2. Knowledge Sharing and Contextual Performance

Knowledge is a dynamic humanitarian process to justify personal belief in reality (Hislop et al. 2018). It is one of the intangible assets that helps the organisation to continue and grow along with other resources such as capital, land and human resources (Abbas and Sağsan 2019). It consists of data including primary numbers, facts, and images based on observation, not analysis, and information that summarizes the data (Chen and Nonaka 2022).

Previous literature categorised knowledge into tacit knowledge and explicit knowledge: Tacit Knowledge reflects the skills and knowledge that exists within the mind, heart and behavior of each individual which is difficult to share or transfer to others (Akhavan and Hosseini 2016). It's subjective and intangible assets and rooted in the minds of individuals accumulated through study, learning and experiences and developed through talks, workshops, job training, and social interaction (Massingham 2019). While explicit knowledge refers to knowledge that can be easily transferred from an individual to another through written or oral messages and found in the books, databases, forms, procedures and policies, or, stored in the archives of the organisation (Abbas and Sağsan 2019).

Hislop et al.(2018) indicated that knowledge management is the process of creating, publishing and implementing organisational knowledge and exploiting new opportunities to improve the performance of the organisation. It's argued that the improving of the performance and creativity is achieved in knowledge management when knowledge sharing is considered (Chen and Nonaka 2022). Knowledge sharing refers to the transfer, interaction, understanding and creation of new knowledge that occurs between individuals. It is a two-dimensional process through which employees share their tacit and explicit knowledge and among themselves. Their daily interaction creates new knowledge through the process of sharing knowledge, which is donation and collection (Hooff and Weenen 2004). Donating knowledge process refers to the communication of individuals with others to share the knowledge they possess from their skills and experience (Akhavan and Hosseini 2016). The main objective of this process is to make individual knowledge become collective and organisational knowledge over time (Hislop et al. 2018). Accordingly, the organisation that creates an atmosphere that encourages individuals working within the organisation to share their knowledge within the group is more likely to develop new ideas and enhance organisational outcomes such as organisational performance (Abbas and Sağsan 2019). In contrast collecting knowledge represents the individual's desire to seek, accept capital and new intellectual knowledge (Hislop et al. 2018). This type of knowledge sharing processes represents the collection of knowledge by the individuals working in the organisation through asking questions, translation and consulting with others (Akhavan and Hosseini 2016). Hooff and Weenen (2004) indicated that knowledge collecting occurs when employees in the organisation are ready to learn from others. It means learning, understanding and applying knowledge.

These processes of knowledge sharing, promote trust and mutual respect, as well as facilitate the flow of knowledge assets to individuals to be invested and subsequently improve performance. It was also found that the collecting and donating of knowledge are linked to organisational learning because learning from others can help and generate new ideas that improve creativity and thus organisational performance (Akhavan & Hosseini, 2016).

Edgar and Geare (2013) asserted that contextual performance represents the employee behaviors that facilitate the organisational, social and psychological context in which the main technical tasks are performed. It consists of activities that improve morale, encourage cooperation among the organizational members, remove barriers to performance, maintain good working relationships, and help co-workers perform task-oriented job activities (Lopez-Cabarcos et al. 2022). Bryan and Vitello-Cicciu (2022) believes that contextual performance represents the behaviors which primarily aims at smooth performance of the organisation, as well as proactive behaviors aiming at changing and improving the work procedures and organisational processes, which include organisational citizenship behavior such as altruism, conscience, co-worker assistance, civil virtue, courtesy, sports spirit, and positive organisational behavior. Through contextual performance, employees can provide ideas for improving performance of the organisation and take action to protect the organisation from potential problems (Ribeiro et al. 2018). In the same context, Nam and Park (2019) explained that contextual performance represents the set of individual informal efforts that constitute the psychological, social and organisational context as a motivational and important factor for activities and processes related to the organization's tasks. When employees voluntarily assist co-workers, act in ways that maintain good working relationships, or make extra effort to complete the task on time, they are involved in contextual performance (Lopez-Cabarcos et al. 2022).

Organisation needs knowledge to improve its job performance, through knowledge sharing, problems are identified at work and new knowledge is created to solve them (Imran et al. 2018). Tacit knowledge is embedded in the minds of individuals working at all levels. Accordingly, it must be transformed into explicit knowledge (Hislop et al., 2018). When knowledge sharing processes practiced by members in the organisation, knew knowledge will create, routines and models, and which in turn facilitate solving business problems (Iqbal et al. 2019).The knowledge- based view recognises that knowledge is a valuable resource for the organization (Chen

and Nonaka 2022). The sharing of knowledge has emerged as an important area in the investigation of performance (Bryan and Vitello-Cicciu 2022).

Prior literature reported that knowledge management is an antecedent factor for performance. For instance, Urban and Matela (2022) found that that creativity plays a vital role in the relationship between knowledge management and the performance of companies. Meanwhile, Kokkaew et al. (2022) suggested that knowledge acquisition, creation, storage, retrieval, transfer and use positively related to the organisational performance in infrastructure construction companies in Thailand. In the same context, Ding et al.(2019) pointed out that prudent leadership has positive effects on the performance of organisational creativity through the mediating role of knowledge management.

Although these studies examined the relationship between knowledge sharing and performance, few studies dealt with knowledge sharing processes and their impact on the contextual performance of employees. Thus, there is a need for research that addresses practical difficulties of sharing knowledge on performance in developing countries such as Iraq in particular, and therefore, this research suggests the following:

H1: knowledge sharing through donating will positively effect on the contextual performance in the Ministry of Culture, Tourism and Antiquities in Iraq.

H2: knowledge sharing through collecting will positively effect on the contextual performance in the Ministry of Culture, Tourism and Antiquities in Iraq.

3. Method

This research used the quantitative approach to investigate knowledge sharing processes on contextual performance. This approach seeks to test the theory by examining causal relationships between variables. A self-administered questionnaire was used, all its elements were developed using the 5-point Likert scale ranging from 1 - strongly disagree to 5 strongly agree. The questionnaire was translated into Arabic using the translation back-translation procedure (Saunders et al. 2019).

3.1 Measurements

Ten items were developed from Hooff and Weenen (2004) to measure knowledge sharing, which reflect the exchange of work-related knowledge, experience and skills among employees at the Ministry through knowledge donating and collecting. Ten other questions measure contextual performance, which reflects the employees' adherence to job requirements, increasing the quantity and quality of work performed, perseverance and dedication to work, as well as helping others at work (Williams and Anderson 1991).

3.2 Sample and Procedure

The research was carried out in the Iraqi Ministry of Culture, Tourism and Antiquities, one of the ministries of the State sponsoring the oldest civilization and culture known in history. The Ministry was founded in 1964 and works diligently and faithfully to protect, and is committed to promoting and upgrading the pillars of Iraqi culture. It sponsors intellectuals and creatives, and develops tourist attractions, archaeological areas, and religious centers as one of the tributaries of the national economy.

The population size is 2000 employee in the ministry. Thus, a required precision level of 7% and a 95% confidence level gives a required sample of 185 employee according to Glenn (2003). Hair and Babin (2018) asserted that, in the structural equation modeling (SEM), the sample size should be greater than 100 to provide satisfactory statistical power. Thus, according to the results above, the sample size was deemed acceptable for the current study. 300 questionnaires were distributed using delivery and collection questionnaire to collect data. Employees from the ministry were randomly selected to receive the questionnaires. of which 278 (92% response rate) were returned and usable for analysis. The characteristics of the respondents are provided in Table 1. Females represented 41.4%% of respondents and males, 58.6%. Regards age profile, tenure and education level respondents were asymmetrically distributed across the different categories.

Table 1: Profiles of Valid Respondents

Characteristic		Frequency	Percentage
Gender	Male	163	41.4
	Female	115	58.6

Characteristic		Frequency	Percentage
Age	<30	45	16.2
	31-40	49	17.6
	41-50	120	43.2
	>51	64	23.0
Education Level	Secondary	46	16.5
	Diploma	12	4.3
	Bachelor	81	29.2
	Master	127	45.7
	Doctorate	12	4.3
Tenure	< 5	50	18.0
	6-10	54	19.4
	11-15	63	22.7
	>16	111	39.9

4. Findings

Structural Equation Modeling (SEM) with AMOS was used to test the impact of knowledge sharing processes namely donating and collecting on contextual performance. SEM consists of two steps: A measurement model to evaluate the convergent validity of the construct and structural model to test and evaluate causal relationships between variables.

4.1 Construct Validity of the Model

Confirmatory factor analysis (CFA) with AMOSv.28 was used in this research to evaluate the construct validity which consists of convergent validity and discriminant validity. The convergent validity indicates the degree to which independent measures are accurately related to the same variables under consideration. It was tested through the factor loadings and the average variance extracted (AVE) measure, both of which should be 0.5 or higher (Hair and Babin 2018).

The research was assessed reliability based on Cronbach's alphas and composite reliability (CR), each of which should exceed 0.7. Table 2 shows that the convergent validity and internal reliability were satisfactory. All factor loadings, and the CR and AVE, were acceptable and significant:

Table 2: Results of the Confirmatory Factor Analysis

Construct	Item code	Loading	Average Variance Extracted	Campsite reliability	Cronbach's alpha
Knowledge donating	Q1	0.697	0.65	0.89	0.93
	Q2	0.784			
	Q3	0.865			
	Q4	0.840			
	Q5	0.836			
Knowledge collecting	Q6	0.880	0.66	0.88	0.94
	Q7	0.896			
	Q8	0.798			
	Q9	0.759			
	Q10	0.745			
	Q11	0.865	0.67	0.91	0.95

Construct	Item code	Loading	Average Variance Extracted	Campsite reliability	Cronbach's alpha
Contextual performance	Q12	0.885			
	Q13	0.716			
	Q14	0.806			
	Q15	0.868			
	Q16	0.659			
	Q17	0.818			
	Q18	0.901			
	Q19	0.759			
	Q20	0.839			

Note: N= 278

Discriminant Validity was also tested, which represents the internal consistency of one factor and distinguishes it from the another factor based on the standards established by (Fornell and Larcker 1981). According to them, the AVE should be greater than the squared correlation between two constructs.

Table (3) shows the acceptability of the discriminant validity for the model since the extracted AVE is higher than all of the squared correlations between items.

Table 3: Discriminant Validity and Descriptive Analysis

Construct	Mean	Standard Deviation	1	2	3
Knowledge Donation (1)	3.252	0.875	0.65		
Knowledge Collection (2)	3.410	0.885	0.512	0.66	
Contextual performance (3)	3.539	0.870	0.534	0.520	0.67

Note: N=278

The goodness of fit of the model was found to be acceptable, as shown in Table 4, according to (1) the absolute fit indices, namely χ^2/df and the root mean square error of approximation (RMSEA) and (2) the model comparison indices. The fit indices used most often are the incremental fit measurement, which includes a normed fit index (NFI), a comparative fit index (CFI) and goodness of fit index (GFI) (Byrne 2016):

Table 4: The fit Indices of the Model

Fit index	Knowledge Sharing	Contextual performance	Target
χ^2/df	1.35	1.32	$\leq 2-5$
GFI	0.960	0.970	≥ 0.90
NFI	0.975	0.950	≥ 0.90
CFI	0.983	0.967	≥ 0.90
RMSEA	0.034	0.044	$< 0.05 - 0.08$

4.2 Structural Model

The research used SEM with AMOS v.28 to test the impact of knowledge sharing processes on the contextual performance at the Iraqi Ministry of Culture, Tourism and Antiquities.

Table 5 and Figure 1 show the effect size of knowledge sharing on contextual performance to be 0.685. H1 is concerned with the effect of knowledge donating on contextual performance. The path coefficient for this is confirmatory at the level 0.533 and significance is shown by $p < 0.05$, indicating that H1 is supported. H2 is

concerned with the effect of knowledge collecting contextual performance. The table shows an effective size of 0.620, confirming H2(see Figure2).

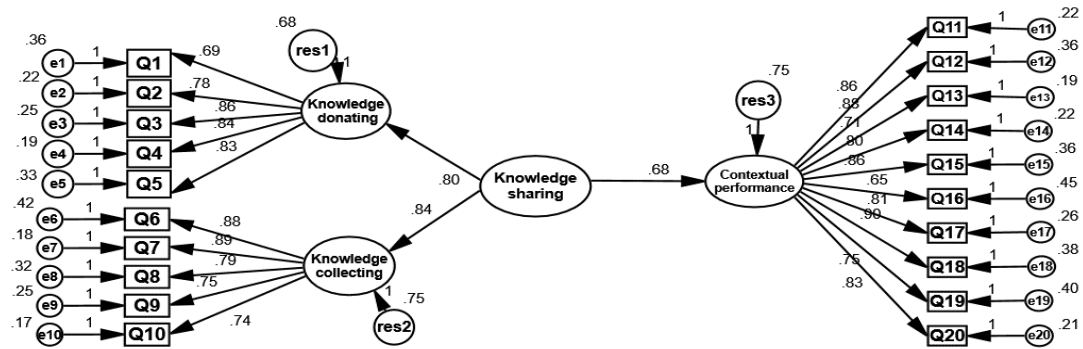


Figure 1: Structural Model

Table 5: Structural Equation Modelling Results

Independent variable	Dependent variable	Impact Value Estimate	t- value	Results
Knowledge Donating	Contextual performance	0.533**	112.11	Supported
Knowledge Collecting	Contextual performance	0.620 *	12.336	Supported
Knowledge Sharing	Contextual performance	0.685*	13.220	Supported
Fit indices	$\chi^2=819.264$, $\chi^2/df=1.12$, GFI=0.957, NFI=0.945, RMSEA=0.04, CFI=0.944			

Note: p * <0.05

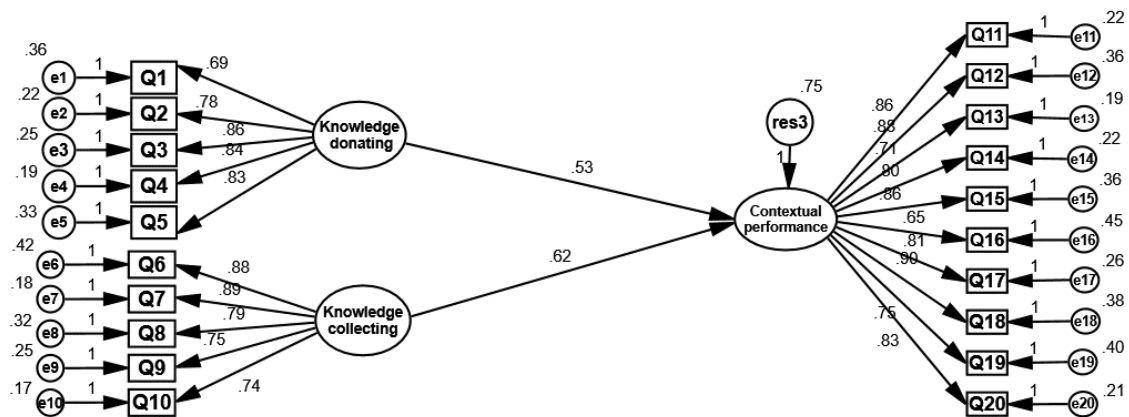


Figure 2: SEM results

5. Discussion

The results supported the impact of knowledge sharing processes (donating and collecting) on contextual performance (H1 and H2) in the Ministry of Culture, Tourism and Antiquities in Iraq. The knowledge-based view considers knowledge is a valuable resource of organisations and suggests that organisations need not only to generate knowledge but also, more importantly, share it (Chen and Nonaka 2022). Knowledge sharing is a two-dimensional process, whereby the organisational members share their tacit and explicit knowledge. daily interaction creates new knowledge through donation and collection. knowledge donating aims to see tacit knowledge is transformed into explicit and proprietary to all. while collecting knowledge refers to searching for knowledge represented in consultations, which in turn improves the entire knowledge inventory available to the Ministry (Hooff and Weenen 2004).

The results indicated that, when knowledge is used, learning occurs, leading to the development of the knowledge inventory available to the ministry. This means that the performance will enhance when the Ministry's employees share their vision, skills, information, administrative knowledge and experience. Accordingly, it will increase the commitment of the employees at the Ministry by feeling that they want to make great efforts to achieve its objectives and talk about them proudly, thus improving the contextual performance (which emphasizes improving morale, encouraging cooperation among the employees of the Ministry, removing the barriers to performance, maintaining good working relationships, as well as helping the coworkers to perform job-oriented activities).

These findings are congruent with Kokkaew et al. (2022) who argued that knowledge management processes namely acquisition, creation, storage, retrieval, transfer and use can enhance organisational performance within infrastructure construction companies in Thailand.

The results of the current research have also shown that the effect of collecting knowledge on contextual performance is much higher both inside and outside departments than donating knowledge, whilst donating knowledge appears unnecessary outside departments. This may be due to the Arab culture, especially those within the Iraqi organisational groups, where individuals tend to work in small groups with the same values, beliefs, and problems. Therefore, it may be easier to achieve a knowledge donation within departments, while knowledge collection requires active consultation with colleagues to learn from them. Therefore, it requires understanding new ideas and culture. These findings are consistent with the proposals from (Kamasak and Bulutlar 2010) who have also found that knowledge collection has a greater impact on creativity than knowledge donation.

6. Implications of Research

This research aims to examine the impact of knowledge donating and collecting on the contextual performance in the Iraqi Ministry of Culture, Tourism and Antiquities. These relations have not been considered before in this Ministry. This research provides a theoretical contribution to literature related to knowledge sharing and contextual performance. Knowledge sharing has been described as a key factor in building competitive advantage and is the main component of performance.

The results of this research emphasised the importance and role of knowledge sharing and performance and help provide a better understanding of the links between them. The research also provides support for a knowledge-based view and the strength of the role of knowledge sharing plays in enhancing contextual performance. The results indicated that contextual performance improves if the Ministry is able to encourage the culture of knowledge sharing among its employees. Therefore, the results contribute significantly to the literature on knowledge sharing and contextual performance, in addition to providing a better understanding of these relations in the service sector in developing countries, especially Iraq, which has been neglected in previous studies.

This research has field implications, as it can help managers at the Ministry of Culture, Tourism and Antiquities to develop strategies aiming at encouraging employees to share knowledge in order to improve contextual performance at the Ministry, such as conferences, seminars, workshops, training courses, formal and informal meetings...etc. In addition to spreading and encouraging team spirit, trust and cooperation among employees, encouraging them to increase communication among themselves, allowing them to express their ambitions and expectations, and encouraging the exchange of opinions and perspectives about work inside and outside their departments.

7. Conclusions, Limits and Future Research

Organizations need knowledge and knowledge sharing in order to enhance performance and competitive advantage. This research aims to study the impact of knowledge donation and collection on the contextual performance in the Iraqi Ministry of Culture, Tourism and Antiquities. The results of the research show the importance of performance and knowledge sharing processes.

The research has been applied in the service sector, specifically at the Ministry of Culture, Tourism and Antiquities. Therefore, the results cannot be generalised to other sectors. Future research can explore such relations in the industrial sector. The model was applied in a developing country, which is Iraq. Future research can examine the model in other countries that share similar structures, cultures, and contexts with Iraq.

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