



The Role Of Knowledge Partnerships In Enhancing Organizational Competence

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Abstract. This research aims to identify the dimensions of knowledge partnerships and their ability to enhance the organizational competence of the studied organization specifically and organizations in general. Knowledge partnerships contribute to addressing many deficiencies in organizations by strengthening their human, material, and technological resources. The effectiveness of partnerships and the successful achievement of organizational goals largely depend on the ability of managers to select the right partner, who can add value to the organization, engage its members in tasks, and maximize the partner's capabilities. To address the study's problem, whether knowledge partnerships contribute to enhancing the competence of the organization, the dimensions of trust, knowledge integration, and coordination were identified to measure the impact of knowledge partnerships on organizational competence as the main hypothesis of the study. The descriptive-analytical approach was adopted, utilizing a questionnaire as the primary data collection tool. A total of 49 questionnaires were distributed at the Korek Telecom Company in Nineveh, with its employees serving as the research sample. Several statistical indicators were employed, most notably descriptive and diagnostic methods using mean, standard deviation, and coefficient of variation to achieve precise significance in describing the relationships that could help achieve the study's objectives through the use of the SPSS statistical program. The study raised several questions, the most important being whether the organization can enhance its human, financial, and technological capabilities through partnerships. The study concluded that knowledge partnerships, in all their aspects, significantly affect levels of achievement, thereby enhancing the competitive capabilities of the organization.

Keywords: Knowledge partnerships, Organizational competence, Korek Company.

1. RESEARCH METHODOLOGY

First: Research Problem

Modern administrative thought, since the 1990s, has witnessed many discussions on various contemporary administrative topics, driven by the demands and conditions of the work environment. Among these are knowledge partnerships and organizational capability. However, despite these advancements, many of our organizations still suffer from various problems, whether financial, human, or technological. The reason is that most of these organizations have distanced themselves from the idea of partnerships, especially those with value, due to the absence of a stable political, economic, and financial environment. This leads to difficulties in forming partnerships, leaving organizations to rely solely on material and moral incentives, which have become insufficient given the current dynamic and rapidly changing environment. This has necessitated that organizations reconsider the importance of knowledge partnerships to enhance their

organizational capabilities by leveraging specialized human capital, advanced technology, and necessary financial resources. These measures are intended to overcome the organizational obstacles and challenges that may hinder their operations and serve as an effective entry point to improve the capability and excellence of these organizations. Based on this issue, the following questions arise:

The Main Question:

- Is there a statistically significant effect of knowledge partnerships on organizational capability in the organization under study?

The following sub-questions emerge:

- Is there a statistically significant effect of trust on organizational capability in the researched organization?
- Is there a statistically significant effect of knowledge integration on organizational capability in the researched organization?
- Is there a statistically significant effect of coordination on organizational capability in the researched organization?

The Second Main Question:

- Is there a statistically significant effect of knowledge partnerships on organizational capability in the researched organization?

The Third Main Question:

- Does the researched organization have a clear understanding of knowledge partnerships?

Second: Research Importance

The importance of the study stems from its focus on the dimensions of knowledge partnerships, as represented by its components (trust, knowledge integration, and coordination) and organizational excellence, represented by its components (information technology, creative thinking, and decision-making). The significance of this study is evident through the following points:

- The scientific importance of this study comes from the relevance of the topic, as knowledge partnerships are one of the most important subjects that continue to receive significant attention from leading organizations that seek to create value and achieve outstanding capability in their operations. This is in line with the significant developments in the modern business environment and the need to foster creative ideas and intellectual talents.
- Understanding the concept of knowledge partnerships and highlighting their role in enhancing organizational capability.
- Analyzing and statistically examining the relationship between the study's variables (knowledge partnerships as the independent variable and organizational capability as the dependent variable).

Third: Research Objectives

This study aims to achieve the following objectives:

- Clarifying the nature of the relationship between knowledge partnerships and their impact on enhancing an organization's capability.
- Assessing the effectiveness of knowledge partnerships and their ability to improve organizational capability in general, and specifically in the researched organization.
- Presenting a set of conclusions and recommendations based on the findings of the fieldwork, which will enhance the performance of the researched organization and ultimately strengthen its organizational capability through the adoption of knowledge partnership standards.

Fourth: Research Hypotheses

This study aims to verify and test the following hypotheses:

The 1st Main Hypothesis: There is a statistically significant effect of knowledge partnerships on organizational capability in the researched organization.

Sub-hypotheses arise from the main hypothesis:

1. There is a statistically significant effect of trust on organizational capability in the researched organization.
2. There is a statistically significant effect of knowledge integration on organizational capability in the researched organization.

3. There is a statistically significant effect of coordination on organizational capability in the researched organization.

The 2nd Main Hypothesis: There is a statistically significant effect of knowledge partnerships on organizational capability in the researched organization.

Fifth: The Research Hypothetical Framework

To address the study's problem and achieve its objectives, a hypothetical framework is needed, as shown in Figure (1), which indicates the presence of a correlation and impact relationship between the study's variables. The justification for choosing this model and formulating it in its current format is as follows:

1. The ability to measure each variable considered in the study.
2. An attempt to test the model within the environment of the researched organization.

The framework includes the following variables and dimensions:

1. The knowledge partnerships variable represents the independent variable in the current study and includes three dimensions: trust, knowledge integration, and coordination.
2. The organizational capability variable represents the dependent or responsive variable in the current study and includes three dimensions: information technology, creative thinking, and decision-making.

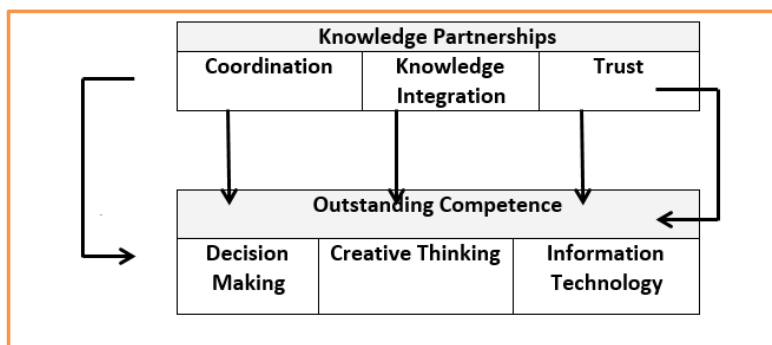


Figure (1): Hypothetical Study Framework

Figure (1) was prepared by the researcher.

Sixth: Study Methodology and Approach

The study employed a descriptive-analytical approach to test its hypotheses and utilized multiple methods to collect the data necessary to achieve its objectives through the following:

1. **Theoretical Aspect:** The theoretical aspect was covered by relying on various foreign scientific references, which included (journals, university theses, articles, and scientific research).
2. **Fieldwork:** The study used a questionnaire to gather the required data. A sample was selected from employees of Korek Telecom in Nineveh. A total of 55 questionnaires were distributed to the respondents, 52 of which were returned. Three of them were excluded due to being unsuitable for analysis, resulting in 49 questionnaires being used for the analysis.

Seventh: Research Limits

The current study had three limitations, which can be clarified as follows:

1. Temporal: The study was limited to the period from February 2022 to June 2022.
2. Spatial: The study was geographically focused on Korek Telecom / Nineveh.
3. Human: The research focused on a sample of employees working at Korek Telecom.

Chapter Two: Theoretical Framework

Introduction

The concept of partnerships can carry significant optimism for reaping the benefits of collective efforts by preparing to build, sustain, and evaluate these partnerships in a well-planned manner, thereby adding value to working with partners. The increasing complexity of modern business environments has led to the weakening of existing administrative policies, which often fall short of providing satisfactory solutions to a growing number of problems. This has prompted the need to enhance effectiveness by utilizing partner resources, maximizing the benefits of synergies, and preventing the duplication of activities within organizations. Partnerships are one of the key mechanisms for development work between countries to create a strong and effective action program that can help add value to the sector in which it operates. Additionally, partnerships can contribute to developing skills and bridging the gap between skill renewal and enhancement. Developing skills and competencies strengthens the support for organizational success, even though securing this development is a challenging task that enhances competition and the selection

of efficient human resources, which serves as a good starting point for achieving goals. Moreover, partnerships can produce better-than-expected results and may contribute to adding value to the work. This aligns with the requirements of better compatibility with future needs by bridging the ability to enhance knowledge and understanding of a comprehensive approach to future education.

First: The Concept of Knowledge Partnerships

The concept of partnership is linked to the comprehensive penetration and accessibility of information when needed, providing the organization with one aspect of control over the challenges it faces. Moreover, it opens the organization to the external environment to learn about new developments, take advantage of brilliant ideas, and invest them to help achieve its goals. To understand the essence of knowledge partnerships, it is essential to utilize research contributions to benefit from efforts that have addressed the topic and understand its advantages. Some researchers consider knowledge partnerships as self-organizing systems for effective knowledge searching and value creation through sharing skills with others, building adaptive capacities, and ensuring flexibility in response to changes (Stibbe, 2014, p. 6). Others describe it as a means of information exchange and a form of fruitful knowledge that represents mutual benefit for the participating parties (Michels, 2018, p. 4). Some view it as an opportunity to add value through creative participation in brainstorming and moving dynamically toward a knowledge economy (Nawaz & Koc, 2020, p. 6).

In the current study, knowledge partnerships are defined in an operational sense as a valuable opportunity for the free flow of bright ideas that stimulate the production of new knowledge, support innovation, and contribute to achieving organizational success while maintaining a competitive edge for as long as possible.

Second: The Importance of Knowledge Partnerships

The strategic nature of partnerships lies in building a competitive advantage that contributes to improving the overall position of an organization compared to others. This gives partnerships a crucial role, especially when they are effective and add value to the organization by allowing it to capitalize on new opportunities when resources and competencies complement each other. The importance of partnerships can be highlighted in the following points (Rakevicius & Auzias, 2016, p. 41):

- 1- Working on Enhancing a Learning Culture: This involves a high level of commitment from partners to learn from each other's experiences, allowing brilliant ideas to flow freely between members in a clear exchange of expertise. It also focuses on developing a long-term strategy that operates effectively and has a lasting impact to ensure a clear vision that is results-oriented, a work plan focused on priorities, and a coordinated action program that takes into account measures that contribute to achieving long-term outcomes (Forschner, 2006, p. 9).
- 2- Careful Selection of Partners is Important for the Success of the Partnership: To ensure that success is fruitful for the partnership community and to enable working relationships to effectively achieve their goals. To ensure the sustainability of the activity, it is essential to identify partners who share the same core values of work, complement each other, and work together to strengthen the partnership's objectives in a solid way, building a strong foundation (Forschner, 2006, p. 11).
3. Hosting Innovation Labs and Creative Dialogues: These initiatives spark ideas for collaboration and provide technical support to facilitate the work of emerging organizations. They also measure the value provided by partnerships (Stibbe, 2014, p. 5).
4. Providing Additional Strategic Options for the Organization: Partnerships offer multiple strategic options for organizations, allowing them to eliminate looming threats and expand their available choices (Stibbe et al., 2014, p. 29).

Third: Success Criteria for Knowledge Partnerships

Understanding the key drivers that motivate an organization to form partnerships reflects its strengths and enables the organization to choose a suitable option to effectively achieve its goals. The criteria for the success of knowledge partnerships are as follows (Beanland, 2020, p. 10; Gafour & Creative, 2021, p. 32):

1- Acknowledging the Need for Partnership: This requires making a joint decision that defines the organization's main goals and identifies the success factors related to the organization's development. It also involves a serious recognition of the reliance on individuals to achieve goals that add value to the partner and achieve the best results through collaboration. This includes acknowledging the clear leadership role of the partnership through standards of reliability, values,

and culture, and recognizing and accepting the party that possesses a diverse mix of skills and creative abilities.

2- **Coordinating the Processes of Planning and Decision-Making:** Clarifying the purpose of the partnership helps ensure a clear vision and agreement on the purpose and outcomes. Each party must have a shared vision and goal regarding the reasons for developing the partnership, along with a joint commitment to a decision-making process in which partners have equal authority. A lack of coordination in planning and decision-making processes leads to significant differences that hinder the implementation of strategies.

3. **Fair Distribution of Partnership Benefits and Gains:** Maintaining an appropriate level of trust grants partners equal standing in terms of benefit distribution. This helps in the exchange of information across a strong network safeguarded from distrust, based on openness, communication, and shared values. Effective communication organizes the work of an active partnership, leading to clear outcomes that preserve the value of contributions from all partners.

4- **Clarity of Roles and Responsibilities and Their Evaluation Based on Levels of Expertise and Skill:** Ensuring transparency and awareness enables partners to distinguish between individual and shared responsibilities, with a focus on both the process and the results. After clarifying these roles and responsibilities, the organization's main goals, objectives, and outcomes are documented.

Fourth: Dimensions of Partnership

The process of knowledge partnerships lies in upgrading and developing current performance and knowledge to a level that exceeds their value, and in distinguishing strategies that maximize correctness and increase the effectiveness of achieving set goals to expand the scope of successes. Studies addressing the topic of knowledge partnerships have varied in defining its dimensions. However, the current study aligns with the study of (Danouk, 2020, pp. 49-54), as it is the most recent and comprehensive, identifying its dimensions as trust, knowledge integration, and coordination.

1- **Trust:** Trust is one of the key pillars that contribute to establishing the foundations of efficiency and effectiveness in the organization's performance and in achieving its goals by fostering the highest levels of commitment among employees. This helps improve performance levels (Kim et al., 2019, p. 28). Trust has permeated all areas of life. Despite its characteristics in interpersonal relationships, it can also extend to reciprocal relationships between organizations, especially

modern ones that rely on change and development to achieve the highest levels of success and effectiveness (Danouk, 2020, p. 51).

3. Knowledge Integration: Knowledge is a key strategic resource that represents a high flow of creative ideas. Since it is so valuable, it must be managed effectively. Knowledge integration is seen as a process of knowledge management and improving operational processes. The reason why successful knowledge integration is important is that it plays a crucial role in managing organizations that seek competitive advantage. It is also a part of modern business strategies, where organizations collaborate to maintain operational efficiency and stay competitive by building competitive advantages (Rakevicius & Auzias, 2016, p. 2). Despite the difficulties organizations face in achieving a good balance between utilizing existing knowledge and incorporating new ideas and knowledge into organizational practices, knowledge integration requires a conscious effort to identify, share, protect, and apply a set of relevant organizational information and knowledge, which arises from the integration of implicit and explicit knowledge (Kapofu, 2014, p. 4).

The organization's ability to integrate knowledge may impact its capacity to improve its responsiveness to a changing environment and the challenges associated with knowledge integration (Kenney & Gudergan, 2006, p. 5).

3- Coordination: Most modern organizations are characterized by complexity, making organizational performance one of the issues that have prompted experts to consider ways to address this complexity and the challenges of managing unfamiliar relationships with stakeholders and competitors. This classifies coordination as an element of organization that contributes to aligning functions, structures, and resources within an efficient organizational context, which can occur at different managerial levels. Coordination provides a good answer to the issue of performance; the higher the level of coordination across all management levels, the more efficiently a common outcome can be achieved, as coordination serves as a tool for organizational cohesion (Osifi, 2012, p. 62).

Coordination plays a crucial role in the success of partnerships, requiring the presence of coordinators whose primary mission is to guide, advise, and anticipate the environment to seek opportunities that can establish the right foundations for partnership and leverage the expertise of its members. Recent studies have indicated that coordination is essential for enhancing

relationships among individuals and addressing problems through mutual cooperation to achieve fruitful results that improve performance effectively (Danouk, 2021, p. 55).

Section Two: Organizational Competency

Introduction:

Knowledge is one of the key pillars for the success of organizations and ensuring their survival and development. The sustainability of organizations is dependent on their ability to manage knowledge, which serves as the foundation of their effectiveness and the secret to their strength, enabling them to remain competitive. Organizational competency is the strategic guarantee for leveraging valuable knowledge assets, forming the base of intangible resources that organizations utilize to create value and achieve excellence, which is the cornerstone for organizational success and for enhancing their competitive position.

First: The Concept of Organizational Competency

Organizational competency is a modern concept that contributes to shaping the future of organizations that rely on knowledge for the sustainability of their operations by employing the best knowledge in their processes to achieve effective performance. This can be explained through various contributions from writers and researchers who have defined organizational competency as the accumulation of knowledge by individuals and groups. The expertise, skills, and capabilities that represent the intangible assets of an organization form the foundation for its success and its ability to enhance its competitive position (Osu, 2020, p. 450). Others describe it as the ability that individuals possess, along with the flexibility that enables them to understand their work conditions within organizational contexts and work in the most optimal ways to drive positive change, using their knowledge to solve problems and achieve superior performance, success, and distinction (Peter et al., 2019, p. 6). Another definition sees it as the process by which the knowledge held by an organization is transformed into advanced knowledge with greater value by adopting modern learning standards and improving work conditions to create sustainable knowledge, which becomes a resource for organizational competency (Al-Shammari, 2017, p. 51).

In the context of the present study, organizational competency is understood as the ability to activate the system of knowledge skills possessed by individuals and the capacity to act in the

optimal way that achieves objectives, while excelling in finding appropriate solutions to problems through the use of creative abilities.

Second: The Importance of Organizational Competency

The global shift towards a knowledge-based economy necessitates enhancing knowledge and competitive capabilities that add value to organizations, giving them the ability to adapt to various situations and face diverse environmental challenges. Organizational competency is the mechanism that organizations leverage to elevate their performance levels toward excellence and to manage these challenges effectively. The importance of organizational competency can be outlined as follows (Al-Shammari, 2017, pp. 46-47):

1. Organizational competency serves as a strategic safeguard for knowledge assets, representing the cumulative knowledge that protects individuals from potential errors in their work paths and motivates them to seek ideas that contribute to developing their expertise and skills, enabling them to perform their tasks optimally.
2. Organizational competency contributes to enhancing organizational efficiency by employing knowledge at a high level, which helps save time and effort while also improving communication processes and mechanisms for sharing knowledge.
3. Knowledge competence plays a significant role in improving the decision-making process through the leaders' strong self-confidence and their ability to engage with all the intricate details. It also involves anticipating the future and adapting to environmental changes to create greater value for their organization (Okhuysen & Bechky, 2017, p. 11).
4. Knowledge competence is one of the essential components that contribute to the success of organizations. Organizational competency is a critical factor for the survival and growth of an organization by helping shape a strategic vision that outlines the organization's future path (Munoz, Mar 2020, p. 17).

Third: Dimensions of Organizational Competency

Given the significant importance of organizational competency, which encompasses human competencies, personal excellence, and the skills of human resources as the primary intangible organizational asset that adds value and forms the basis for an organization's success, researchers have described organizational competency by identifying several dimensions that

provide an objective picture of its content. According to researchers, the dimensions of organizational competency include the following: information technology, creative thinking, and decision-making (Osui, 2020, p. 450; Abbas, 2015, p. 53).

1. **Information Technology:** Information technology represents the primary tool for business activities in the modern world. Organizations use it as a strategic tool to enhance their competitive capabilities, improve their organizational resources, and elevate their performance levels in an increasingly uncertain environment. Through information technology, organizations can access more customers, deliver better services, and offer high-quality products as quickly as possible, as well as collaborate with suppliers and businesses worldwide. Thanks to this technology, the world has transitioned from an industrial economic society to a knowledge economy, due to the impact of information technology and its importance in reducing costs and promoting better products (Shaqiri, 2015, p. 73). Technological advancements have helped reduce costs and achieve high production rates with good efficiency, prompting organizations to seek new competencies through partnerships. Moreover, even technology-owning companies now need the assistance of other organizations and cooperation with them to share research and development costs rather than competing. Additionally, they require outlets for their products in foreign markets. All these developments have shifted competitive mechanisms to new business models represented by partnerships (Stibbe et al., 2014, p. 36). Furthermore, information technology represents the best investment in available knowledge and seeks the most effective ways to obtain valuable information that leads to the creation of knowledge and makes it accessible to beneficiaries (Munoz, Mar 2020, p. 79).
2. **Creative Thinking:** This dimension relates to the connection between thinking and creativity, enabling individuals to overcome challenging situations and arrive at suitable solutions to difficult problems through the use of creative knowledge, which is considered a key to solutions (Al-Husnawi, 2020, p. 461). Creative thinking represents an activity that generates new opinions and innovative ideas, facilitating the understanding of challenges and overcoming them easily. It embodies the ability to generate additional relevant ideas and answers with fluent thinking, tackling problems in unconventional ways, and discovering different and uncommon approaches through creative thinking (Waluya & Asikin, 2020, p. 139). Creative thinking emerges from situations that involve the birth of innovative ideas

that contribute to finding solutions to existing problems. Developing creative thinking among employees not only enhances their skills but also increases their awareness, broadening their perspectives and fostering a sense of self-efficacy to perform their tasks efficiently and effectively by gathering high-value information and integrating it with their existing knowledge to arrive at more efficient solutions (Osu, 2020, p. 452).

3. **Decision-Making:** A decision represents a commitment to actions aimed at achieving satisfactory results. Decision-making is the process aimed at reaching an acceptable solution to a specific problem, which may involve a vast area that can be addressed through scientific approaches from multiple perspectives, anchored in knowledge and rationality that always strive for maximum benefit and optimal advantage (Kihlander, 2009, p. 41). Senior managers bear significant responsibility not only concerning the organization but also regarding employees and stakeholders. Therefore, there is a precise focus on the quality of decision-making. Involving consultants and strategic teams can often enhance this quality, as the quality and speed of decision-making are critical factors contributing to the success or failure of an organization (Negulescu & Doval, 2014, p. 859). Furthermore, the quality of information and its strategic value assist in resolving current and future problems, while the cumulative experiences of managers and high levels of certainty contribute to increasing the chances of successful decisions, as uncertain environments complicate the decision-making process (Marchisotti, 2018, p. 4).

Chapter Three / Section One: Field Aspect

First: Descriptive Statistical Analysis of the Dimensions of Knowledge Partnerships and Distinct Capability

Table (1): Mean and Standard Deviations for the Dimension of Trust

Index	Questions	Arithmetic mean	Standard deviation
X1	Our company relies on trust in its dealings with others.	3.63	1.30
X2	Our employees achieve the highest levels of commitment due to the trust granted to them.	3.34	1.03
X3	Our company takes into account the interests of its employees when making decisions.	3.30	1.21
X4	The standards adopted in our company are characterized by transparency and clarity.	3.30	1.14
X5	Our company provides the infrastructure required to achieve success.	3.12	1.30
Average		3.34	1.20

The table was prepared by the researcher.

The data in Table (1) indicates that the overall mean for trust reached (3.34), which is higher than the hypothetical mean, with a standard deviation of (1.20). This is an indicator that the company relies on trust in its dealings with others, which is further supported by x1, which received the highest mean of (3.63).

Table (2): Mean and Standard Deviations for the Dimension of Knowledge Integration

Index	Questions	Arithmetic mean	Standard deviation
X6	Knowledge integration is an important and distinctive strategic resource for our company.	3.16	1.26
X7	Our company invests its relationships with others to produce distinctive ideas.	3.14	1.17
X8	Our company relies on knowledge integration to achieve the highest levels of knowledge integration.	3.12	1.22
X9	Knowledge integration in our company contributes to improving its ability to respond to the changing environment.	2.95	1.19
X10	Our company works to achieve balance by integrating existing knowledge and merging it with new ideas to achieve distinction.	3.18	1.18
Average		3.11	1.3

The table was prepared by the researcher.

It is observed from Table (2) that the overall mean for the dimension of knowledge integration reached (3.11), which is higher than the hypothetical mean with a standard deviation of (1.3). These values reflect positive trends among the respondents. This result indicates that the company is working to achieve balance by integrating existing knowledge with new ideas to achieve differentiation, which is further supported by x10, which received the highest mean of (3.18).

Table (3): Mean and Standard Deviations for the Dimension of Coordination

Index	Questions	Arithmetic mean	Standard deviation
X11	Our company practices the highest levels of coordination to achieve balance between its units.	3.42	1.15
X12	Coordination in our company contributes to improving the organizational context between administrative tasks.	3.24	1.99
X13	Coordination in our company plays an important role in the success of partnerships by providing advice.	3.14	1.13
X14	Our company continuously develops its work plan in line with future aspirations.	3.16	1.26
X15	Coordination in our company is capable of strengthening relations between employees through mutual interaction.	3.36	1.21
Average		3.26	1.14

The table was prepared by the researcher.

The data from Table (3) indicates that the overall mean for the dimension of coordination reached (3.26), with a standard deviation of (1.14). These values reflect positive trends among the respondents. This result suggests that the company exercises a high level of coordination to achieve balance among its units, as indicated by the x15 index, which received the highest mean of (3.42).

Table (4): Mean and Standard Deviations for the Dimension of Information Technology

Index	Questions	Arithmetic mean	Standard deviation
X16	Technology is a strategic tool to achieve competitive advantage for our company.	3.40	1.14
X17	Our company can reach many customers through technology.	3.79	1.26
X18	Our company works to provide the best services through technology.	3.36	1.25
X19	Technology contributes to reducing costs and promoting the best services.	3.34	1.28
X20	Technology is one of the important organizational resources of our company and its strength.	2.97	1.31
Average		3.37	1.24

The table was prepared by the researcher.

The data from Table (4) shows that the overall mean for the dimension of information technology, based on the responses from the sample individuals, reached (3.37), which is higher than the hypothetical mean with a standard deviation of (1.24). This result indicates that the company is capable of reaching a large number of customers through technology. This is further confirmed by the x17 index, which achieved the highest mean of (3.79).

Table (5): Mean and Standard Deviations for the Dimension of Creative Thinking

Index	Questions	Arithmetic mean	Standard deviation
X21	Creative thinking in our company helps us overcome difficulties and reach appropriate solutions.	3.38	1.11
X22	Creative thinking adds unique ideas and opinions to our company.	3.18	1.43
X23	Creative thinking in our company helps us increase the level of awareness of our employees and expand their horizons.	3.22	1.19
X24	It contributes to collecting valuable information that enables our company to achieve its goals.	3.16	1.19
X25	Our company considers creative thinking a strength that enhances its competitive position.	3.44	1.15
Average		3.36	1.21

The table was prepared by the researcher.

The data from Table (5) indicates that the average mean for the dimension of creative thinking, based on the responses from the sample individuals, reached (3.36), which is higher than the hypothetical mean, with a standard deviation of (1.21). This result suggests that the company believes that creative thinking is a strength that enhances its competitive position. This is further confirmed by the x25 index, which achieved the highest mean of (3.44).

Table (6): Mean and Standard Deviations for the Dimension of Decision-Making

Index	Questions	Arithmetic mean	Standard deviation
X26	The decision-making process in our company is to reach valuable results.	3.16	1.24
X27	Our company is keen on involving employees in the decision-making process to reach accurate decisions.	3.22	1.02
X28	The value of strategic information in our company contributes to improving the quality of the decision.	3.59	1.11
X29	The higher the degrees of certainty in our company, the higher the quality of the decisions.	3.28	1.13
X30	Our company relies on the latest technologies to contribute to making quality decisions.	2.97	1.14
Average		3.24	1.12

The table was prepared by the researcher.

The data from Table (6) shows that the overall mean for the dimension of decision-making, based on the responses from the sample individuals, reached (3.24), which is higher than the hypothetical mean, with a standard deviation of (1.12). This result indicates that information contributes to improving the quality of decisions, as the company ensures that the information is valuable and of high quality. This is further supported by the x28 index, which achieved the highest mean of (3.59).

Second: Testing the Main Correlation Hypotheses and Related Sub-Hypotheses

1. Testing the First Main Hypothesis and Related Sub-Hypotheses

Table (7): Results of the Correlation among the Variables of Knowledge Partnerships and Distinctive Competence at the Aggregate Level

Dependent variable Independent variable	Outstanding competency	Calculated α value
Knowledge Partnerships	0.932**	0.000
Type of correlation	There is a positive and statistically significant correlation between knowledge partnerships and outstanding competence.	

The table was prepared by the researcher.

Table (7) indicates a significant positive correlation with statistical significance between knowledge partnerships and their dimensions and knowledge competence, with a correlation coefficient of (0.932). This indicates a strong positive relationship between the two variables, leading to the acceptance of the first main hypothesis.

2. Testing the Sub-Correlation Hypotheses

Table (8): Results of the Correlation Between the Dimensions of Knowledge Partnerships and Knowledge Competence

Independent variable Dependent variable	Trust	Knowledge integration	Coordination
Outstanding competency	0.943**	0.955**	0.937**
Calculated α value	0.000	0.000	0.000
Type of correlation	There is a positive and statistically significant correlation between knowledge partnerships and outstanding competency.		

Value of α set (0.01) Confidence level (0.99) N=49

The table was prepared by the researcher

The simple correlation coefficient test shown in Table (8) was relied upon, using (α) to determine the significance of the relationship between each dimension of knowledge partnerships and knowledge competence. A significant statistical correlation is evident as follows:

- a. There is a positive significant correlation between trust and knowledge competence, with a correlation value of (0.943) at a significance level of (0.000).
- b. There is a positive significant correlation between knowledge integration and knowledge competence, with a correlation value of (0.955) at a significance level of (0.000).
- c. There is a positive significant correlation between coordination and knowledge competence, with a correlation value of (0.937) at a significance level of (0.000).

All values are very high and positive, which means that the sub-hypotheses of correlation were supported.

Third: Testing the main impact hypothesis and the related sub-hypotheses

Table (9): Analysis of the impact relationship between knowledge partnerships and knowledge competence at the aggregate level

Dependent variable Independent variable	Constant	Outstanding competency	F value		Interpretation coefficient
	A	B ₁	Calculated	Sig. F	
Knowledge partnership	0.394	0.897	311.064	0.000	0.869

N=49 d.f.=48 p ≤ 0.01

The table was prepared by the researcher

The results of Table (9) indicate a significant impact of knowledge partnerships on knowledge competence, supported by an F value of (311.064) at a significance level of (0.000). This is lower than the default significance level for the research, which is (0.01). The explanatory power of the estimated model is high, and through the coefficient of determination R², knowledge partnerships have succeeded in explaining (86.9%) of the total variations occurring in knowledge competence. The remaining (13.1%) may be attributed to other variables not included in the model. It is evident from the above that the level of knowledge competence among the surveyed company will increase with the increasing impact of knowledge partnerships. This confirms the second main hypothesis.

2. Testing the sub-hypothesis of effect correlation

Table (10): Analysis of the impact relationship between the dimensions of knowledge partnerships and knowledge competence

Depended variable Independent variable	Constant	Outstanding competency	F Value		Interpretation Coefficient R ²
	A	B ₁	Calculated	Level of Sig. F	
Trust	3.90	0.684	54.576	0.000	0.889
Knowledge integration	0.210	0.746	61.967	0.000	0.912
Coordination	0.385	0.767	106.847	0.000	0.878

N=49

d.f.=48

p ≤ 0.01

The table was prepared by the researcher

- A. The impact of trust on knowledge competence: The results of Table (10) indicate a significant impact of trust on knowledge competence, supported by an F value of (54.576) at a significance level of (0.000). This is lower than the default significance level for the research, which is (0.01). Through the coefficient of determination R², this dimension has succeeded in explaining (88.9%) of the total variations occurring in knowledge competence. The remaining (11.1%) may be attributed to other variables not included in the model. This means that the second main hypothesis is validated at the level of the first dimension.
- B. The impact of knowledge integration on knowledge competence: The results of Table (10) indicate a significant impact of knowledge integration on knowledge competence, supported by an F value of (61.967) at a significance level of (0.000). This is lower than the default significance level for the research, which is (0.01). Through the coefficient of determination R², this dimension has succeeded in explaining (91.2%) of the total variations occurring in knowledge competence. The remaining (8.8%) may be attributed to other variables not included in the model. This means that the second main hypothesis is validated at the level of the second dimension.
- C. The impact of coordination on knowledge competence: The results of Table (10) indicate a significant impact of coordination on knowledge competence, supported by an F value of (106.847) at a significance level of (0.000). This is lower than the default significance level for the research, which is (0.01). Through the coefficient of determination R², this dimension

has succeeded in explaining (87.8%) of the total variations occurring in knowledge competence. The remaining (12.2%) may be attributed to other variables not included in the model. This means that the second main hypothesis is validated at the level of the third dimension.

2. CONCLUSIONS

This paragraph includes a presentation of several conclusions related to both the theoretical and practical aspects of the study, which can be clarified as follows:

1. Knowledge partnerships provide strategic options for the organization and offer opportunities for creativity, as well as hosting innovation labs that stimulate collaborative ideas. They enable the organization to eliminate looming threats and expand its available options.
2. Knowledge partnerships offer the organization under study, and organizations in general, the chance to enhance their strengths while allowing brilliant ideas to flow freely among members in a transparent exchange of experiences. This helps bridge any existing knowledge gaps by leveraging the strengths of partners in various fields.
3. The results showed a significant statistical correlation between the study variables (knowledge partnerships and organizational competence). This indicates that the organization strives to achieve value by enhancing its human and technological aspects through partnerships to strengthen its capabilities and achieve repeated successes.
4. The results revealed that the organization works to achieve balance in its operations by integrating existing knowledge and merging it with new ideas gained from partnerships, thereby achieving differentiation in its work and, consequently, reaching organizational success.

3. SUGGESTIONS

In light of the conclusions drawn from the study, we propose some recommendations that we hope will be beneficial and can be summarized as follows:

1. Organizations in general, and the organization under study in particular, should work on enhancing their knowledge partnerships, especially with organizations they feel are similar to their operations and contribute added value. This is essential for bridging knowledge gaps

and strengthening deficiencies in human, material, and technological aspects to enhance their capabilities and achieve excellence.

2. Organizations should make the most of their partners' expertise, particularly in human and technological aspects, to facilitate future expansion in their capabilities and acquire skills that enable them to play a leading role in overcoming challenges, even after the partnership period ends.
3. Organizations should maximally benefit from the significant relationships among the study variables and work on addressing deficiencies in their departments. They should promote creative thinking by utilizing innovative knowledge as keys to solutions and focusing on the quality of decisions, thereby adding value.
4. The trust available between partners should be invested to try to gain more brilliant ideas that enhance the capabilities of the organization under study, contributing to increasing its efficiencies and achieving organizational competence across all its departments and activities.

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