


EXPLORATION THE EFFECT FACTORS IN APPLYING THE KNOWLEDGE SHARING SYSTEM (KSS) IN FOOD INDUSTRIES.CO

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ARTICLE INFO	ABSTRACT
<p>Article history:</p> <p>Received 04 October 2022</p> <p>Accepted 05 December 2022</p>	<p>Purpose: This study aims to identify a number of the most important individual and organizational factors that affect the application of the Knowledge- Sharing System (KSS) used by individuals working in the food industry. Co</p> <p>Theoretical framework: Recent literature reported that the application of KSS is still a very new practice, and difficult to apply and measure, so for the application of KSS, it is necessary to review this development from the other study in this field to confirm the application of (KSS) in our study of the food industry.</p> <p>Design/methodology/approach: This study uses The descriptive analytical approach within the methodology of a questionnaire for 83 respondents in Food Industries. co to collect the data, to provide a description of the relationship between the variables of (factors) used to Apply the (KSS).</p> <p>Findings: The findings of this study indicated The significance Identified all of the individual factors and organizational factors to the (KSS), that are applied variable percentage, also The findings Indicate the individual who has responded to this questionnaire have positive correlations towards Apply The knowledge-Sharing System.</p> <p>Research, Practical & Social implications: Future studies can consider other indicators of applying knowledge sharing and factors model, In order to know the assess their influence on the application of the (KSS) in other non-food institutions.</p> <p>Originality/value: This study enhancing the understanding of the literature related to the applied knowledge sharing system by descriptive analysis, and provides an applied conception of the role played to The factors that influence the application (KSS)</p> <p>Doi: https://doi.org/10.26668/businessreview/2022.v7i5.e438</p>
<p>Keywords:</p> <p>Knowledge Sharing System(KSS); Individual Attitudes(IA); Individual Knowledge (IK); Organization Culture(OC); Organization Structure(OS).</p> <div data-bbox="172 1010 480 1249" style="text-align: center;">  </div>	

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EXPLORAÇÃO DOS FATORES DE EFEITO NA APLICAÇÃO DO SISTEMA DE COMPARTILHAMENTO DE CONHECIMENTO (KSS) EM FOOD INDUSTRIES.CO

RESUMO

Objetivo: Este estudo tem como objetivo identificar alguns dos fatores individuais e organizacionais mais importantes que afetam a aplicação do Knowledge-Sharing System (KSS) usado por indivíduos que trabalham na indústria de alimentos. co

Referencial teórico: A literatura recente relatou que a aplicação de KSS ainda é uma prática muito nova, e de difícil aplicação e mensuração, portanto, para a aplicação de KSS, é necessário revisar esse desenvolvimento de outro estudo neste campo para confirmar a aplicação de (KSS) em nosso estudo da indústria de alimentos.

Desenho/metodologia/abordagem: Este estudo usa a abordagem analítica descritiva dentro da metodologia de questionário para 83 respondentes em Food Industries.co para coletar os dados, para fornecer uma descrição sobre a relação entre as variáveis de (fatores) usadas para aplicar o (KSS).

Resultados: Os achados deste estudo indicaram O significativo Identificou todos os fatores individuais e organizacionais para o (KSS), que são aplicados percentual variável, também Os achados Indicam que o indivíduo que respondeu a este questionário tem correlações positivas para Aplicar o conhecimento- Sistema de Compartilhamento.

Pesquisa, implicações práticas e sociais: Estudos futuros podem considerar outros indicadores de aplicação do modelo de compartilhamento de conhecimento e fatores, com o objetivo de conhecer a avaliação de sua influência na aplicação do (KSS) em outras instituições não alimentares.

Originalidade/valor: Este estudo aprimora a compreensão da literatura relacionada ao sistema de compartilhamento de conhecimento aplicado por meio de análise descritiva e fornece uma concepção aplicada do papel desempenhado para os fatores que influenciam a aplicação (KSS).

Palavras-chave: Sistema de Compartilhamento de Conhecimento (KSS), Fatores Individuais(IF), Fatores de Organização(OF).

EXPLORACIÓN LOS FACTORES DE EFECTO EN APLICAR EL SISTEMA DE INTERCAMBIO DE CONOCIMIENTOS (KSS) EN FOOD INDUSTRIES.CO

RESUMEN

Propósito: Este estudio tiene como objetivo identificar una serie de los factores individuales y organizacionales más importantes que afectan la aplicación del Sistema de intercambio de conocimientos (KSS) utilizado por las personas que trabajan en la industria alimentaria. Co

Marco teórico: La literatura reciente informó que la aplicación de KSS es todavía una práctica muy nueva y difícil de aplicar y medir, por lo que para la aplicación de KSS, es necesario revisar este desarrollo del otro estudio en este campo para confirmar la aplicación de (KSS) en nuestro estudio de la industria alimentaria.

Diseño/metodología/enfoque: Este estudio utiliza el enfoque analítico descriptivo dentro de la metodología del cuestionario para 83 encuestados en Food Industries.co para recopilar los datos, para proporcionar una descripción sobre la relación entre las variables de (factores) utilizadas para aplicar el (KSS).

Resultados: Los Resultados de este estudio indicaron Los significativos Identificaron todos los factores individuales y factores organizacionales al (KSS), que se aplican porcentaje variable, también Los Resultados Indican que el individuo que ha respondido a este cuestionario tiene correlaciones positivas hacia Aplicar El conocimiento -Sistema para compartir.

Implicaciones de investigación: Los estudios futuros pueden considerar otros indicadores de la aplicación del intercambio de conocimientos y el modelo de factores, para conocer la evaluación de su influencia en la aplicación del (KSS) en otras instituciones no alimentarias.

Originalidad/valor: Este estudio mejora la comprensión de la literatura relacionada con el sistema de intercambio de conocimiento aplicado mediante un análisis descriptivo y proporciona una concepción aplicada del papel que desempeñan los factores que influyen en la aplicación (KSS).

Palabras clave: Sistema de Intercambio de Conocimientos (KSS), Factores Individuales (SI), Factores de organización (OF).

INTRODUCTION

Knowledge sharing system has provided many opportunities for organizations in developed societies to achieve competitive progress through sharing of technology, means of production, and new work methods that have contributed to reducing costs and thus increasing profits, all of this has led to the creation of the so-called knowledge sharing system and to the emergence of important terms such as knowledge economy sharing and management Knowledge sharing and knowledge sharing societies that have become today the subject of the hour for the administration and business sector in developed their countries.

The authors conclude that the theoretical foundations and literature of the KM and Intellectual Capital (IC) domains are well reflected; however, an organization also has the liberty to choose from and “implement a wide range of KM processes and practices” drawn from literature (as exemplified by this article) to fit its particular value creation processes. (Schmitt.,2022).

Since the rise of the significant knowledge era, the values in organizations have been changing Rapidly. and The organizations are trying to achieve their goals in more ways that will motivate their employees to work efficiently and effectively to achieve their multiple objectives. (Chen et al.,2022).

While it seems like an easy task, it is a very complicated and complex administration, especially in different workplaces, Where tasks and employees have different directions and cultures, and ways to communicate trans information; which is characterized by the need to know that everyone knows the implementation of more than one task within the workplace together. (Abbas et al, 2019).

(KSS) is one of the tools that need to be applied in our situations to achieve their goals but the objective need to far long sight to ensure the (KSS) is applied or not in our situations work in Food Industries or not, and in another behind to design new model (KSS) to Food Industries. Co, A number of previous studies have focused on the importance of knowledge-sharing or systems as a job in organizations due. Imran et al.(2017) an active contribution to evaluating the organization's performance and increasing its effectiveness and Achieving Organizational Performance through Knowledge Management Capabilities. (Imran.,2017)

Although these studies were concerned with studying A Measure of Knowledge Sharing Behavior and Scale Development and Validation were applied, this study is a 4-dimensional, 28-item, 5-response choice frequency scale. The scale includes written contributions, organizational communications, personal interactions, and communities of

practice dimensions. The results provided evidence of the dimensionality, reliability, and validity of the KSB scale. (Yi J.,2015)

According to Ul-Haq et al.(2016), (knowledge sharing: Trends, issues, and challenges) studies focused on exploring the same issues in developing countries in different sectors. relative relationship knowledge sharing and transfer can be further explored with social media, organizational politics, and communication in organizations. The result of the review will generate nomothetic knowledge implications by scrutinizing the antecedents and barriers to knowledge sharing and transfer. (Ul-Haq et al.,2016)

According to Janus(2016) from the Organizational Knowledge Sharing Program of the Leadership, Learning, and Innovation Vice-Presidency of The World Bank handbook see if becoming a knowledge sharing organization, should achieve progress in identifying Leadership and Culture, Governance Structures, Budgets, Financing, Partnerships, Preserving Knowledge, So; Identifying, Capturing, and Validating Knowledge Assets. (Janus,2016)

Nevertheless, as this study focused on applying the (KSS)in Food Industries.co , by The descriptive analytical approach the place was at Al Etihad Foundation for Food Industries.co ,in Babil City in Iraq country A conceptual framework study, which may be the first study in food Industries in this city so may by contributes it direct knowledge sharing studies toward performance more studies in this field.

This interest in knowledge sharing came from a number of writers through their saying in this field, (Allert Eintern) says, "We must invent new ways of thinking, and in correcting the problems arising from old ways of thinking. (Al-Dmour et al.,2020)

As for (Peter Druker), the author of his pioneering and distinguished study, especially for General Motors and his distinguished production in the field of writing management books, he said: in his study for General Motors and his distinguished production in the field of writing management books((Knowledge is not just another source such as labor and capital, but it is the only important source in our da)) (Abdillah et al.,2018).

Nazim et al.(2016) define Knowledge sharing means the exchange of employees' knowledge, skills, and experiences, Despite the numerous advantages of knowledge management (KM), its implementation is perceived to be a difficult and complex task. As a result, many organizations fail to implement KM successfully. Therefore a deep and systematic assessment of the influencing factors is needed. This chapter aims to identify and analyze a set of factors critical to the success of KM in libraries. (Nazim et al.,2016).

Knowledge Sharing defines as a mutual exchange of ideas and information that could influence the way teams learn in organizations (Shamsi et al., 2012)

Palminteri et al.(2017) see that we can understand Knowledge Sharing by understanding the many steps to (KSS) called a Cycle which depend on Externalization indicates a phase in which: individuals share knowledge with their peers (Palminteri et al.,2017).

According to Azudin et al.(2009) define Knowledge Sharing: It is the process by which individuals collectively and iteratively refine a thought, an idea, or a suggestion in the light of experience (Azudin et al.,2009).

Janus. (2016) defines knowledge management as encompassing the exchange of knowledge (information, skills, experiences, or expertise) within and across organizations. Although it can be one-directional, knowledge sharing in most cases is a two-way or multilateral exchange in which the parties learn from each other. Knowledge sharing is more than mere communication, as much knowledge in organizations is hard to articulate. In development work, some knowledge sharing has a regional aspect. For example, South-South knowledge sharing refers to exchanges among partners and peers across developing countries. (Janus.,2016).

According to Lee. (2001) define Knowledge sharing as activities of transferring or disseminating knowledge from one person, group, or organization to another. (Lee.,2001)

In this context, Bartol et al.(2002) knowledge sharing is defined a: Individuals sharing information, ideas, suggestions, and experiences with each other in the company (Bartol et al.,2002:65)

Bock et al.(2002) define knowledge sharing as the degree to which a person shares knowledge with others in the company. (Bock et al.,2002:16)

Hooff et al. (2004) See both knowledge sharing through The sub-categories of knowledge sharing: Knowledge donating is defined as, (The communication that takes place between an individual that is based upon on the individual own wishful transfer of its intellectual capital". Whereas, knowledge collecting can be defined "An attempt to convince the other members of an organization to share what they know) (Hooff et al.,2004)

Therefore, and based on the above, we can give our new theoretical definition of (KSS) as a set of sharing one's work that related knowledge with other groups within one's organization, which can contribute to the improved efficiency and effectiveness of the organization, and practical define to the knowledge-sharing system (KSS) is one of the basic primary aim necessary for applying knowledge management, which is applied through a

number of Individual Factors Individual Attitudes, Individual Knowledge, and Organization Factors(Organization culture, Organization Structure) knowledge creation, knowledge retention, knowledge sharing, knowledge reuse, and knowledge evaluation.

LITERATURE REVIEW

1 Literature Review For Knowledge-Sharing System (KSS) Applied

KSS is a difficult concept to apply and measure. The application of KSS is still a very new practice, so to design a new model to apply KSS, first, it is necessary to review the development from the other study in this field.

According to Abili et al. (2011), Their study has been conducted with the aim of examining effective factors on (KSS) in the Institute for International Energy Studies. Based on Lin model in which three factors of (1) organizational structure (including complexity, officialism, central and organization), (2) organizational culture (including bureaucratic, creative, innovative, and supportive culture), and (3) interaction among departments, have an effect on knowledge sharing. (Abili et al., 2011)

Abbas et al.(2013) identified the most important factors in (KSS) and knowledge creation including organizational culture, trust, motivation, employee attitude, and socialization (Abbas et al., 2013).

According to Özbebek, et al.(2011). has discussed variables in (KSS) and refers to the factors, namely:

- **Written Contributions:** These include the explicit knowledge registered in the Foundation in the form of documents, databases, and software And in the strategies and policies of the institution.
- **Organizational Communications:** includes interactions that take place through formal lines of authority between individuals in The institution, and it may be internal (within the institution) or external (with other organizations), such as participation in meetings Section.
- **Personal interactions:** This includes informal individual interactions, and is defined by personal connections and relationships Only social for the individual, such as chatting during lunch.
- **Practice group:** includes interactions within a group of individuals with similar interests who share their knowledge and experiences (Özbebek, et al.,2011).

According to Palminteri et al.(2017) see that we can understand Knowledge Sharing by understanding the steps to (KSS) that a Cycle that depends on Externalization indicates a

phase in which: individuals share knowledge with their peers. In this phase, experience is externalized by means of analogies or concepts which trigger dialogue or collective reflection (hence knowledge moves from being tacit to explicit), two steps called Objectification which is: the process of globalizing local knowledge. In this phase already explicit concepts are systemized and grouped together into a new knowledge system. Such system, which is available and shared among all the community, builds up the organizational knowledge (Palminteri et al.,2017)

Bock et al.(2002) Both suggested five tools were knowledge-sharing attributes including attitudes, behaviors, and willingness of participants to share their knowledge and information, as well as the expectations of the procedure of knowledge sharing in terms of rewards and deep associations with their peers. (Bock et al.,2002:16)

in another study, everyone suggested Al-Dmour et al.(2020) Researcher try to apply the knowledge management practice depending on knowledge management functions (acquisition, integration, and utilization) on digital financial innovation through the moderating role of managers' demographic characteristics (age, sex, education, experience, and position) in commercial banks operating in Lebanon. (Al-Dmour., et al.2020)

According to Abdillah, et al.(2018), suggest three Variables apply to the (KSS) are(Attitude toward knowledge-sharing, Subjective norm about knowledge-sharing, and Perceived behavioral control to knowledge-sharing) (Abdillah et al.,2018).

Bartol et al.(2002) clarify The four dimensions KSS applied are; written contributions(WC), organizational communications' (OC), personal interactions (PI), and communities of practice (CP). (Bartol et al.,2002:65).

Ul-Rehman et.al.(2015) in their study suggested applying the (KSS) by applying two boards of sharing knowledge; Explicit KS Practices& Tacit KS Practices to improve performance. (Ul-Rehman et.al.,2015:179-180)

Nazim et al.(2016) in their study suggested applying Previous studies that have identified three elements that have a critical impact on knowledge sharing: a knowledge-sharing culture, information technology (IT), and employee motivation. (Nazim et al.,2016).

According to Al-Hafez et al.(2015) identify their study clarifies The reality of the practice of knowledge sharing among faculty members; conclude that there are two main factors, organizational and personal factors that greatly impact the practice of knowledge sharing in all universities. (Al-Hafez et al.,2015).

2 Current Idea To Review For Knowledge-Sharing System (KSS) Applied

The simple idea, and to identify the challenges of knowledge sharing within any organization, gives an advantage over the average professional, organization's individual skill sets are built upon our knowledge abilities. Organizations spend a long time adding new skills and competencies to employees by adding information from every facet of our daily Tasks, And the researcher has conducted the current study with the aim of studying the effective variables (factors) that achieve and apply the knowledge exchange system (KSS) in Food Industries, and this model is based on the combination of the factors mentioned above, and it consists of (the following inputs shown in Figure 1, In order to get to the implementation of the Knowledge Sharing System (KSS) by developing a new appropriate and modern approach to implementation and depending on the foregoing, the proposed approach will consist of the following: individual factors and organizational factors, Which also involved a four of components are:(Individual Factors: Individual Attitudes, Individual Knowledge) and (Organization Factors: Organization culture, Organization Structure, that is necessary tools for application.

DATA AND METHODOLOGY

This study uses The descriptive analytical approach within the methodology of a questionnaire for 83 respondents in Food Industries. co to collect the data, to provide a description of the relationship between the variables of (factors) used to Apply the (KSS).

the advantages of this approach provide a detailed description by obtaining a large amount of data and information about applying the (KSS) in Food Industries. co, was established in 2012 in the in Babil city-Iraq, and the beginning was with the establishment of the sugar refining factory, as it started its production of refined white sugar at the beginning of 2015 and has a current production capacity of 3600 tons of refined white sugar per day, and the following table (1) shows The dimension, number &rate to the employees in the company.

Table 1- The Dimension, Number &Rate To The Employees In The Company

Gender	<i>Dimensions</i>	The number	Rate
	<i>Male</i>	20	%24.72
	<i>Female</i>	63	%72.28
	<i>Total</i>	83	%100
Attainment Scientific	<i>Diploma</i>	33	%39.75
	<i>BSc</i>	39	%46
	<i>M.A.</i>	11	%13.25
	<i>Total</i>	83	%100
Location the work At The Company	<i>Accounts</i>	11	%13.25
	<i>Planning</i>	2	%2.41
	<i>Statistics</i>	1	%1.21
	<i>Production</i>	30	%36.15
	<i>Financial</i>	22	%26.5
	<i>Administrative and personnel</i>	17	%20.48
	<i>Total</i>	83	%100

1. Data Collected, Validity, and reliability: Ethics approval from the supervisor authority was obtained to distribute the questionnaire forms to individuals participants by using the following methods; survey questionnaire, personal observation, and individuals interviews; Validity and reliability for the descriptive-analytical study methods were undertaken; Therefore, (76%) of the judgment, professionals comity, and expert persons indicated that the questionnaire form to the study is valid. In addition, the measuring methods are acceptable for the study's purpose. The final questionnaire form was designed to depend on the recommendations that were referred from professionals comity and expert through, deleting and correcting, Based on the reliability coefficient of the questionnaire form was (82.2%), according to the Cronbach Alpha measure.

2. Optimizing Design: This study indicated that the individuals have individual factors (IF) and organizational factors (OF), in response to the Apply knowledge-Sharing System(KSS), this study model is based on the study questions and their hypotheses. This is to determine whether there is a significant relationship between individual factors and organizational factors, and (KSS), in Food Industries.co, Additionally, to identify its influence on the variable factors toward applying the(KSS), this study's purpose is to determine:

- Individuals' knowledge about the factors influencing the application of the knowledge-sharing system and their responses to this questionnaire towards implementing of the knowledge-sharing system.
- Exploration of the effective factors in applying the knowledge-sharing system

actually in Food Industries. co

- The variables(factors) of the knowledge-sharing system most applied in the company, under study.
- Statistically significant correlation between The variables (factors) and the application of (KSS).
- Statistically significant effect The variables (factors) in the application of (KSS).

3. The Main Hypothesis: This study has two main hypotheses

The first main hypothesis: Is there a statistically significant correlation between individual factors and organizational factors and the application of (KSS)?

These include the following sub-hypotheses

- *Is There a statistically significant correlation between Individual Attitudes factors and the knowledge-Sharing System?*
- 2. *Is There a statistically significant correlation between the Individual knowledge factors and- the knowledge-Sharing System (KSS)?*
- 3. *Is There a statistically significant correlation between the organizational culture factor and the knowledge-Sharing System (KSS)?*
- 4. *Is There a statistically significant correlation with between the organizational structure factor and the knowledge-Sharing System (KSS)?*

The second main hypothesis: Is There a statistically significant effect of individual factors and organizational factors that have influenced the application of (KSS)?

These include the following sub-hypotheses

- *Is There a statistically significant effect of the organizational culture in the application of (KSS)?*
- *Is There a statistically significant effect of the organizational structure in the application of (KSS)?*
- *Is There a statistically significant effect of Individual Attitudes in the application of (KSS)?*
- *Is There a statistically significant effect of the Individual knowledge factors? in the application of (KSS)?*

The previous five purposes and hypotheses of the study can be formulated in **figure(1)**, which represents the optimizing design model To this study for the implementation apply KSS Design the researcher

Fig 1- show the application KSS Design by the researcher



4 Measures

Researchers develop study surveys in gathering information about organizational culture variables, knowledge sharing, and job satisfaction in the context of individual and group behavior. Individual level variables consist of two variables namely knowledge sharing and job satisfaction, and group level variables are organizational culture. In the instrument, each indicator is measured on a 5-point Likert scale. The construction of measurement variables in this study is shown in Table (2).

Table 2- The measurement of Factors and sources in this study

FACTORS		SOURCE
Individual Factors:		
A-	Individual Attitudes(IA)	Haddock, et al.,(2019) ., Leandre, et al., 2005
B-	Individual Knowledge (IK)	Montoni, et al .,2004 ; Majeed, et .,2020
Organization Factors		
A-	Organization culture(OC)	Ratnasari, et al .,2020
B-	Organization Structure(OS)	Aldedah, et al .,2020

RESULT AND DISCUSSION

In this study, the statistical results indicate that (78,42%) of the Public Food Industries.co Individuals have a right conception and orientations about the term (KSS), compared with (21,58%) of those who do not have any of the inclinations about the term (KSS). Where the: N=83, Mean= 3.921393, SD = 3.74865, P≤ 0.01.

1 Individual Factors

A- Individual Attitudes (IA)

From Table (3), results for the Individual Attitudes indicate that the highest mean were (4.123, 3.94, 3.909, 3.848, and 3.82), respectively to questions (2, 6, 4,9, and 8), which means staff had a common understanding about Individual Attitudes, as well as, they have highly clarified Individuals Attitudes automatically active from memory the knowledge share n organization. Therefore, the fifth question is strongly significant in identifying Individual Attitudes. Otherwise, the result found some of the Individual weak responses to questions (1 and 5) about Individuals' Attitudes can also be particularly diagnosed when based on information the person considers as high.

Table 3- results for Individual Attitudes(IA)

No.	Individual Factors	M	SD	Coefficient of variation %	The severity of the answer
	C- Individual Attitudes (IA)				
1	Individuals' Attitudes can be viewed as the strength of the associative link with evaluation knowledge share in an organization.	3.167	1.210	38.13	2.4
2	The highly clarify Individuals' Attitudes automatically active from the memory of the knowledge shared in an organization.	4.123	0.896	21.73	3.9
3	Individuals have the ability quickly and accurately produce the knowledge share of activation for the attitude	3.531	1.278	36.013	3.1
4	knowledge share determined in part by the frequency with any the attitude is activated	3.909	1.122	28.755	3.71
5	Individuals Attitudes can also be particularly diagnosed when based on information the person considers as highly	3.451	1.133	33.441	2.71
6	past behavior toward things and are classes of information that are commonly viewed by Individuals' Attitudes as highly diagnostic.	3.94	0.864	20.934	3.67
7	direct experience with the things are classes of information that are commonly viewed in Individuals' Attitudes as highly diagnostic.	3.735	0.928	24.177	3.47
8	Individuals Attitudes involve making an overall evaluative judgment about a stimulus object	3.828	0.988	24.669	3.33
9	Individuals' Attitudes determine the degree to which an issue, object, or person is liked or disliked.	3.848	0.844	21.679	3.91
10	Individuals Attitudes is summarizes different types of information about an issue,	3.82	0.890	23.852	3.76
MEAN		3.735	1.015	27.338	3.396

B-Individual Knowledge (IK)

From Table (4), results for the Individual Knowledge indicate that the highest mean were(4.888, 4.409, 4.324, 4.277, and 4.271), respectively to questions (6, 5, 8,12, and 3), which means staff had a common understanding about Individual Knowledge, as well as, they Individuals have the ability to access new insights, usually through thinking. Therefore, the six questions is strongly significant in identifying Individual Knowledge. Otherwise, the result found some of the Individuals responded to questions (10) about the Individuals have the ability to learn implicitly while interacting with their environment during experiences, Individual Knowledge depends on the minimum level of knowledge activities to deal with a specific situation in order to conserve limited knowledge resources.

Table 4 - results for Individual Knowledge (IK)

N0.	Individual Knowledge (IK)	M	SD	Coefficient of variation%	The severity of the answer
1	Individuals depend on the minimum level of knowledge activities to deal with a specific situation in order to conserve limited knowledge resources.	3.666	0.998	27.704	3.47
2	Individuals depend on intuitive decision-making as long as the given context permits	3.92	0.86	21.798	3.5
3	they do not apply reflexive thinking.	4.271	0.75	16.597	4.29
4	They have the ability to explain the interrelationships between intuition and logical reasoning in decision-making processes	4.257	0.507	12.225	4.12
5	Have the ability to understand the types of knowledge involved in knowledge activities when developing products and services.	4.409	0.491	11.21	4.41
6	Individuals have the ability to access new insights, usually through thinking.	4.888	0.601	16.147	4.88
7	Individuals have the ability to apply deductive inferences through creative thinking	3.985	0.896	20.111	3.89
8	Individuals have the ability to inferences and strategies to solve problems.	4.324	0.576	12.301	4.311
9	Individuals' thoughts are part of long-term memory acquired through learning.	3.92	0.834	21.411	3.61
10	Individuals have the ability to learn implicitly while interacting with their environment during experiences.	3.661	0.973	25.704	3.51
11	Individuals have the ability to learn already existing knowledge from other individuals during training.	3.89	0.885	21.888	3.6
12	Individuals have the ability for high-level interaction (thinking and response).	4.277	0.749	16.537	4.27
13	Individuals have the ability to focus heavily on empirical evidence.	4.242	0.417	11.245	4.31
MEAN		4.132	0.733538	18.06292	4.011615

1.

2. Organizations Factors:

A- Organization culture (OC)

From Table (5), results for the Organization culture indicate that the highest mean were(4.47, 4.47, 4.379, 4.335, and 4.212), respectively to questions (2, 1, 4,14, and 5), which means Organizational culture consists of the ultimate objectives that the organization seeks to achieve and the model encourages organizational behavior. as well as, Organizational culture controls members of the organization with others, suppliers, consumers, and others outside the organization and The culture of the organization encourages its members to work in a competitive manner, the result found some of the Organization cultures indicate less significance in response to questions (7) about the Organizational culture is as system characterized by a set of values held and performed by members of the organization and therefore can be done, and the Organization culture(OC) indicate less significance responded to questions (8) about Distinguish the organization from other organization.

Table 5 - results for Organization culture(OC)

N0.	Organization culture(OC):-	M	SD	Coefficient of variation%	The severity of the answer
1	Organizational culture controls members of the organization with others, suppliers, consumers, and others outside the organization.	4.47	0.415	17.167	4.28
2	Organizational culture consists of the ultimate objectives that the organization seeks to achieve and the model encourages organizational behavior.	4.728	0.789	20.129	3.56
3	Ideally, the culture of individuals in the organization helps to achieve the basic value of the organization and achieve its ultimate goals	3.755	0.755	12.233	4.371
4	In our organization, there are different subcultures because they deal with various organizational objectives	4.379	0.564	16.122	4.25
5	Organizational culture helps individuals achieve their own beliefs, values, and ways in which they can learn to adapt and live within the organization.	4.212	0.657	17.301	4.358
6	Organizational culture is achieved by members of the organization.	3.877	0.859	21.055	3.54
7	Organizational culture is a system characterized by a set of values held and performed by members of the organization, and therefore can be done	3.43	0.886	23.622	3.39
8	Distinguish the organization from other organizations	3.555	0.935	24.854	3.38
9	The culture of the organization encourages innovation and risk-taking.	3.907	0.686	16.594	3.81

10	The culture of the organization shows accuracy, analysis, and attention to detail .	3.829	0.881	23.171	3.68
11	The organization's culture focuses on results and not on the techniques and processes used to achieve results	3.587	0.931	26.226	3.43
12	The culture of the organization takes into account the impact of the results of these members of the organization.	3.686	1.012	27.8177	3.47
13	The culture of the organization encourages teamwork, not individuals.	3.971	0.800	23.032	3.74
14	The culture of the organization encourages its members to work in a competitive manner	4.335	0.638	13.990	4.05
MEAN		3.980071	0.772	20.23669	3.807786

A - Organization Structure (OS):

From Table (6), results for the Organization Structure indicate that the highest mean were(4.341, 4.314, 4.26, and 4.134,), respectively to questions (1&2, 3, 8, and 7), which means The organizational structure shows the method of knowledge sharing in the organizational plan & organizational structure shows what sites place for individuals and how they are grouped or centered to share knowledge, as well as, The organizational structure (the organizational plan) allows for a visual representation of a wide range of basic operations and activities in the organization, so, Horizontal integration in the organization allows interconnected work and knowledge sharing among individuals, but with their partners or with individuals sharing the same hierarchical level, the result found some for the Organization Structure indicate less significance responded to questions (9) about to The organizational structure is (fits) to the types of knowledge required for the organization.

Table 6 - results for Organization Structure(OS)

A- No.	B- Organization Structure(OS):-	M	SD	Coefficient of variation %	The severity of the answer
1	The organizational structure shows the method of knowledge sharing in the organizational plan.	4.341	0.566	13.795	4.34
2	The organizational structure shows what sites place for individuals and how they are grouped or centered to share knowledge.	4.341	0.556	13.785	4.35
3	The organizational structure (the organizational plan) allows for a visual representation of a wide range of basic operations and activities in the organization.	4.314	0.592	13.821	4.34
4	That the high level of integration of the organizational structure allows interaction and sharing of knowledge) in all social facilities of the organization.	3.715	1.151	29.627	3.06
5	The organizational structure of the organization provides for the sharing and flow of vertical knowledge necessary to achieve the overall goals of the organization.	3.422	1.406	26.721	3.58

6	The vertical flow of knowledge sharing in the organization allows for the achievement of the level of interconnected work that individuals do with superiors	3.444	1.399	26.388	3.58
7	The organizational structure of the organization provides individuals with the horizontal share and flow of knowledge necessary to achieve the overall goals of the organization	4.134	0.782	19.417	4.51
8	Horizontal integration in the organization allows interconnected work and knowledge sharing among individuals, but with their partners or with individuals sharing the same hierarchical level	4.26	0.987	14.976	4.42
9	The organizational structure is (fits) to the types of knowledge required for the organization.	3.20	0.846	23.263	3.07
10	Most individuals in an organization share the knowledge they need at an appropriate time and it increases effectiveness.	3.40	0.910	22.6371	3.2
11	The formal structure explains the degree of standardization of rules, policies, and procedures that guide the behavior of individuals to share knowledge in the organization.	3.455	0.927	25.786	3.13
12	The formal structure show contributes to increasing the individuals' desire to think about finding alternatives.	3.811	0.995	23.6571	3.6
13	The centralization in the organization makes the sharing of knowledge limited to a small number of individuals	3.947	0.711	20.292	3.94
14	The centralization in the organization makes the sharing of knowledge to a minimum at other levels of the organization	3.955	0.458	17.323	3.79
MEAN		3.8385	0.877	20.820	3.7792

B- Exploration of the Correlation between The Effect of individual, Organizational Factors and knowledge-Sharing Systems (KSS) in Food Industries. co

Table (7) indicates the results of measuring the simple and multiple correlation relationships between individual factors and organizational factors, and the knowledge-Sharing System (KSS) at the general level of the sample as a whole, As the results indicate a statistically significant relationship between these factors, with a significant level (0.01) and a correlation coefficient of (0.69), which is a positive value indicating the strength of the factors' influence in the application of the Knowledge-Sharing System (KSS), and the results are as follows: -

- There is a statistically significant correlation with a significant level (0.01) between Individual Attitudes factors and of knowledge-Sharing System, about (0.44), which is a positive value that reflects the strength of the relationship between the two variables and the dependence of the Knowledge-Sharing System on the individual attitudes factor in The company.
- There is a statistically significant correlation with a significant level of (0.01) between the Individual knowledge factors and- (KSS) about to (0.42), which is a positive value that reflects the strength of the relationship between the two variables and the dependence of (KSS) on the individual knowledge factor in the company.
- There is a statistically significant correlation with a significant level (0.01)

between the organizational culture factor and the knowledge-Sharing System about 62), which is a positive value that reflects the strength of the relationship between the two variables and the dependence of (KSS) on the organizational culture factor in The company.

- There is a statistically significant correlation with a significant level (0.01) between the organizational structure factor and (KSS), about (0.53), which is a positive value that reflects the strength of the relationship between the two variables and the dependence of the Knowledge-Sharing System on the organizational structure factor in The company.

From what was previously mentioned, the results Verified by the relationship of individual and organizational factors, the variables of knowledge integration for the application of the Knowledge-Sharing System, indicate *the realization of the main hypothesis* (1,2,3&4) of the first basic hypothesis.

Table 7-Results of Exploration of the Correlation between The Effect of individual, Organizational Factors and knowledge-Sharing Systems (KSS) in Food Industries. Co

knowledge-Sharing System(KSS)	(KSS)	Sig.	Total The overall index
The Effect of individual Factors (IF) & Organizational Factors(OF)			
(IA)	**0.44	0.00	0.69
(IK)	**0.42	0.00	
(OC)	**0.62	0.00	
(OS)	**0.53	0.00	

* p < 0.05

** p < 0.01

N = 83

4. The Effect of individual, Organizational Factors on (KSS) in Food Industries. co

As shown in Table (8) correlation coefficient analysis shows causality between study variables and its acceptable for the second(two) main hypotheses. Estimation results for simple linear regression confirmations there was a strong positive a significant that has affected KSS) by adopting The individual factors and organizational factors, in Etihad Food Industries. Co.

Table 8- Estimation results for affected knowledge-Sharing System by adopted individual factors and organizational factors in the (Al Etihad Food Industries. co)

The Effect of individual Factors (IF) & Organizational Factors(OF)	R ²	Beta Coe.	Value (F)	Scheduled Value (f)	
				*P< 0.01	** P< 0.05
(IA)	0.44	0.69	39.08	6.916	4.332
(IK)	0.42	0.66	38.88	6.916	4.332
(OC)	0.79	1.11	301	6.916	4.332
(OS)	0.68	0.76	191	6.916	4.332
Where; *P<0.01 and **P<0.05					

As can be seen in Table 8, the highest affected was founded the organizational culture follows by the organizational structure, Individual Attitudes, and Individual knowledge factors.

- Where the statistical results $R^2 = 0.79$ indicate there was (79%) of the organizational culture is able to identify and explained which of these variables can be affected in the application of (KSS). While (21%) of the rest of the variables identified do not have any impact in the application of the knowledge-Sharing System, therefore, its outline of the study discussion; Accordingly, the study hypothesis (1) is accepted as it has proved there was a statistically significant effect of the organizational culture in the application of (KSS). as the calculated value $F = 301$ which is approved a highest more than scheduled value $f = 6.916$, $p < 0.01$ and with confidence 99%. Whereas, the Beta coefficient ($B = 1.11$) indicated there was a direct relationship between the variables of the organizational culture in the application of the(KSS).
- Where the statistical results $R^2 = 0.68$ indicate there was (68%) of the organizational structure is able to identify and explained which of these variables can be affected in the application of (KSS). While (32%) of the rest of the variables identified do not have any impact in the application of (KSS), therefore, its outline of the study discussion; Accordingly, the study hypothesis(2) is accepted as it has proved there was a statistically significant effect of the organizational structure in the application of (KSS). as the calculated value $F = 191$ which is approved a highest more than scheduled value $f = 6.916$, $p = 0.01$ and with confidence 99%. Whereas, the Beta coefficient ($B = 0.76$) indicated there was a direct relationship between the variables of the organizational structure in the application of (KSS).
- Where the statistical results $R^2 = 0.44$ indicate there was (44%) of the

Individual Attitudes is able to identify and explained which of these variables can be affected in the application of (KSS). While (56%) of the rest of the variables identified do not have any impact in the application of the knowledge-Sharing System, therefore, its outline of the study discussion; Accordingly, the study hypothesis (3) is accepted as it has proved there was a statistically significant effect of the Individual Attitudes(IA) in the application of (KSS). as the calculated value $F = 39.08$ which is approved a highest more than scheduled value $f = 6.916$, $p < 0.01$ and, the Beta coefficient ($B = 0.69$) indicated there was a direct relationship between the variables of the Individual Attitudes(IA) in the application of the knowledge-Sharing System.

- Where the statistical results $R^2 = 0.42$ indicate there was (42%) of the Individual knowledge factors.is able to identify and explained which of these variables can be affected in the application of the knowledge-Sharing System. While (58%) of the rest of the variables identified do not have any impact on the application of the knowledge-Sharing System, therefore, its outline of the study discussion; Accordingly, the study hypothesis (4) is accepted as it has proved there was a statistically significant effect of the Individual knowledge(IK) factors. in the application of (KSS). as the calculated value $F = 38.88$ which is approved highest more than the scheduled value $f = 6.916$, $p = 0.01$, and the Beta coefficient ($B = 0.66$) indicated there was a direct relationship between the variables of the Individual knowledge in the application of (KSS).

CONCLUSIONS

In conclusion, the exploration results obtained in this study was indicates The knowledge-sharing system applied in the researched company; Even, if the concept of knowledge sharing may not be an explicit title known to the individuals or company, through adopted individual factors and organizational factors.

Also In conclusion the exploration results obtained in this study was indicates There are the individuals who responded to this questionnaire have a positive position towards implementing The knowledge-sharing system, This is evident and clear in the results that were obtained in the previous tables and discussions The knowledge-sharing system variables (factors) most applied in the company, under study according to precedence were; the organizational culture, the organizational structure, the Individual Attitudes(IA), and the Individual knowledge.

All statistical correlation between The variables (factors) and the application of (KSS) was significant, and this is clear in the results that were obtained in the previous tables(7) and discussions.

All a statistical effect The variables (factors) have influenced the application of (KSS) was is statistically, and this is clear in the results that were obtained in the previous tables(8) and discussions.

Limitations

The manager may need to Provide basic training and learning for the individuals, so continuously must be a consideration by the administration and directors which assist to do it and reached a common understand and realize to The knowledge sharing system(KSS) with its variables(factors) most applied in the company, under study especially the organizational culture, the organizational structure, the Individual Attitudes, and the Individual knowledge.

Recommendations for future studies

Future studies can consider other indicators of applying knowledge sharing and factors model, In order to know to assess their influence on the application of the (KSS) in other non-food institutions. this study provided several points or suggestions about implementing The knowledge-sharing system (KSS) that can be practical in any company,

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