

# Comprehensive View of the Factors Associated with Knowledge Sharing and Organizational Innovation

Majd Mohammad OMOUSH

Business Administration Department, Business Faculty, Tafila Technical University, Jordan  
P. O. Box 179, Tafila 66110, Jordan, E-mail: [majdomoush@yahoo.com](mailto:majdomoush@yahoo.com)

**Abstract** Knowledge sharing and Innovation important topics at this century because all organizations lead employee to create new ideas also, transfer knowledge to increase performance interaction. This research paper examine the critical academic work in each streams of inquiry, the significance of knowledge management and its tie-in to innovation activities is broadly mentioned through focusing on knowledge sharing dimension IT support, organizational culture, empowerment leaders, rewards and its link with organizational innovation activities is widely acknowledged about new Tec, new market share, new stockholder and administrative innovation. This research paper work to propose theoretical model based factors derived from taxonomies by data collection from the second information collection via using literature review to make critical review. This paper recommends the organizations to adoption factors of knowledge sharing as a positive way to achieve innovation and competitive advantage.

**Key words** Knowledge, knowledge sharing, process of innovation, technology

DOI: 10.6007/IJARAFMS/v7-i1/2540

URL: <http://dx.doi.org/10.6007/IJARAFMS/v7-i1/2540>

## 1. Introduction

Looking at that the start of the ultimate 10 when the competitive surroundings went through a major translation due to enter globally, commercial enterprise brass have intensified their search for techniques with a view to provide them a sustainable competitive benefit. Such scheme commonly requires that the company constantly differentiates its intersection and services. This non-stop Modernization requires a properly-deliberate machine of colleague mastery that allows the company to excel in technological, marketplace and administrative information origination. Modernization and understanding advent are estimate which have a strong however complicated family relationship that is not regularly tested (Khalili, *et al.*, 2011) Know-how and introduction of cognition have emerge as strategic resources for the organizations at the idea of competitive advantage (Hawari *et al.*, 2008). Hence the knowledge direction and Creation are two winder importance activated for group in companies (Coombs *et al.*, 1995).

At times, its miles widely identified that technological alternate is the number one engine for economic improvement. Innovation, the coronary heart of technological trade, is largely the innovation method that depends upon the buildup and improvement of relevant knowledge of an extensive range. of course person companies play an essential function within the development of unique innovations but the technique that nurtures and disseminates technological alternate includes a complex net of interactions amongst quite a number corporations, other corporations and establishments. The thingy of innovation approach has currently obtained extensive interest as a promising conceptual framework for advancing our understanding of the innovation system inside the economic system (Fisher, 2000; Du Plessis, 2007).

The conformable to of KM and its link to novelty activities is widely acknowledged. The history of KM in the experience intensified innovation exercise arises because even though Associate can be seen as a regular asset, raising traditional asset questions to management such as when, how much and what to invest in, it has some properties which require special attention. Knowledge is on all occasions unshakeable in employees, it has features of a public good and it can hardly be bought in the market. Worth, innovating firms, which have high knowledge requirements, need a sophisticated knowledge

management, which pays attention to the special requirements for and the interactive dimensions of knowledge (Canter *et al.*, 2009).

Knowledge introduction in enterprise is consequently crucial tent of innovation and should be nicely understood by using everyone looking for approaches to simulate innovation. Introduces an idea of the way new know-how is created within a corporation. He begins by using describing how plenty extant theory of groups has been dominated with the aid of the view that businesses manner information, rather than creating it. But, the creation and use of latest information is vital to corporations' capacity to innovate, and consequently this giant view is inadequate to explain the introduction, definition and solving of issues that's innovation (Nokona, 1994).

### **1.1. Research problem**

Problem Identification of this research is to investigate the factors of knowledge sharing (IT support, organizational culture, empowerment leadership, incentive and rewards) and its practices that promote on organizational innovation through some factors (new market, new technical innovation, new stockholder, administrative innovation).

### **1.2. Research objectives**

The research paper aims to identify the between knowledge sharing and organizational innovation and their contribution to the basis of economic growth and achieve competitive advantage, and it also aims to achieve the following objectives:

- a) To define the concept of knowledge Sharing and innovation.
- b) To propose a theoretical framework how knowledge sharing leads to creation of organizational innovations
- c) To investigate the power of Knowledge sharing on the organizational innovation.
- d) To show the environment is suitable for the development of innovation capacity of organization.

## **2. Methodology of research**

To gain the research aim this research depends on the qualitative technique to investigate the result derived from the expertise sharing and innovation to broaden corporations, it is critical to recognize right here that no particular literature may be acquired from any source that specially targeted on knowledge sharing and innovation, this research is going to look at studies provides extraordinarily crucial concepts regarding in knowledge sharing and innovation consistent with the literature evaluation to make a critical review. The research layout could be choose notion crucial overview because it's miles permit the researcher to obtain information approximately the know-how sharing and innovation to develop employer, the research method permit the researcher studding extraordinary variables related to ideal broaden businesses. The facts collection from the second one statistics series via using literature assessment to make essential assessment, and perhaps in future the researcher use primary data to make survey.

## **3. Literature review**

This section is an overview of different contributions in literature associated with knowledge and innovation in organizations including the concept of knowledge management, type and process of knowledge management. It also concentrates on knowledge sharing system; its concept, types and processes and methods. Additionally, addresses innovation success by highlighting the factors of knowledge sharing and organizational innovation that will be used in this research from previous studies.

### **3.1. Concept of knowledge management**

Expertise control is considered a vital part of brand new corporations to apply the wealth of information, latent insights, and vibrant ideas to equip it with an imaginative and prescient to foresee the future (Alzoubi *et al.*, 2010).

Before addressing know-how, understanding management and use of knowledge advent in innovation, there may be a want to define them in brief. Nokona adopted the definition of knowledge as a justified real notion (Nokona *et al.*, 1995). In keeping with Alrayalat *et al.* (2008) see expertise is an interpretation of data that develops and complements the know-how of reason used for fixing problems. understanding as an idea also can be described as a fixed of records and facts, a mixture of enjoy, emotions, believes, values, ideas instinct, attitudes, studying styles and the capability to cope with the complexity that enhance the ability to act and guide choice making procedure. Understanding is a combination of revel in, values, contextual records, expert views and instinct that provides an environment and framework for comparing and incorporating new reviews and facts. It originates in character minds but it's far frequently embedded in organizational workouts, process, practices, structures, software program and norms (Davenport *et al.*, 2000).

Knowledge management is a systematic and integrated method comprising of advent, switch and application of person's expertise in fee introduction system inside an agency. Expertise control is a process regarding the management of organizational expertise base for creating enterprise price and producing an aggressive advantage. Expertise management offers with the approaches and approach of shooting and making to be had know-how of specialists to others to acquire the competitive benefit (Srivastava *et al.*, 2007).

Nonaka and Takeushi (1995) accept as true with that knowledge consisted of dimensions; tacit and specific. The tacit measurement is based totally on revel in, wondering, and emotions in a specific context, and its miles constituted of each psychological and specialized added substances. The psychological segment alludes to a man's mental models, maps, convictions, ideal models, and perspectives. The specialized viewpoint alludes to solid mastery and capacities that practice to a chose setting though the express estimation of information is explained, classified, and imparted utilizing images (Nonaka and Takeushi, 1995).

Cyert and March (1992) examine the accompanying four assortments of administer based absolutely approaches like mission execution arrangements that determine procedures for completing hierarchical commitments are imperative because of the reality they typify and encourage the change of becoming acquainted with, record-holding rules on what data and the way such data should be kept up by the organization, further to insights adapting to tenets that diagram the organization's verbal trade machine including the best approach to appropriate and outline the interior and outside measurements even as the fourth sorts is arranging decides that guide the arranging strategy and the designation of benefits a number of the games of the association. Alavi and Leidner (2001) support a stand-out classification of data relying upon its utilization or value. As an outline, reliable with Zack (1998), learning can be named procedural information, causal perceive why, restrictive acknowledge while, and social perceive with.

### **3.1.1. Process of knowledge management**

The first KM procedure is knowledge creation. Allowing scheme is considered a critical means to create information. New expertise can also be created thru combination procedure whereby individuals transfer their explicit understanding to every other explicit expertise (Nonaka's 1994). Acquaintance storage has two perspectives: organizational and individual. Outlander an individual perspective, knowledge is stored inside each individual's mind (Becerra-Fernandez *et al.*, 2004; Mertins *et al.*, 2001). Whenever an employee creates knowledge goes into the process of learning, reflecting the internalization process. Unfamiliar the organizational perspective, individuals are encouraged to document what they learn, and then store them in document management systems or Wiki-pages to prevent knowledge loss, signifying the externalization process (Nonaka *et al.*, 1994). Knowledge distribution Impecunious are encouraged to share or distribute their knowledge among themselves, more specifically experience sharing. Enabling sessions allow the process of socialization to take place when individuals share their experience with others (Amalia *et al.*, 2010). Finally the Knowledge application verify the argument of Mertins *et al.* (2001) that expertise software is in truth the most important task of know-how management as it triggers the entire cycle of KM approaches. Understanding software inside the department method taking part in challenge executions. Once in a while employees have issues in applying their understanding if you want to fulfill challenge requirements. While this happens, they regularly ask their colleagues or request to wait a

formal education consultation. This indicates, as cautioned by Heisig (2001), expertise software method, undoubtedly, triggers knowledge advent procedure.

### **3.1.2. Strategies to promote knowledge sharing**

By reviewing related literature of KS strategies, the following strategies were commonly used.

So, Groups of practice good strategy which refers to organizations of folks who do a little form of paintings collectively (on-line or in man or woman) to help every different by using sharing recommendations, thoughts and best practices (UNFPA, 2003 and Faul and Kemly, 2004). Second strategy expertise networks which talk over with “a more formal and dependent group primarily based collaboration that specializes in domain names of understanding which are critical to the organization that is part of their standardized task” (UNFPA, 2003).

Also, Tale telling as strategy which refers to a story telling consultation whereby the person who attends an occasion or education consultation is given the opportunity to disseminate the information/expertise gained to others in the enterprise (Faul and Kemly, 2004).

Plus the Rewards for KS in step with a study via Cornelia and Kugel (2004) economic rewards have an immediate effect on motivation to proportion information but on the same time endure the risk of spoiling customers. However, economic incentives may be used to begin a KM gadget and to incentivize users sometimes. Yet, within the lengthy-term users should be incentivized non-monetarily for sharing their knowledge. Linkage with overall performance appraisal. Nobody disputes the truth that what gets measured receives achieved. People do now not do what you tell them, however what you degree them for. If people recognize that one aspect of the performance management is related to KS, they may simply want to make sure that they do not get a low ranking in this dimension (Jain, 2005).

Finally the Education by training amazing strategy in subject matters like trust building, collaboration constructing, crew constructing can move a protracted way in overcoming limitations related to loss of believe, religion, and fear. Presence of top control in the course of those classes might also similarly depart a nice effect at the participants (Jain, 2005).

## **3.2. Concept of innovation**

Primarily based on related literature, the definition of innovation includes the concepts of novelty, commercialization or implementation. In different words, if an idea has no longer been advanced and transformed right into a product, system or carrier, or it has not been commercialized, and then it would not be categorized as an innovation (Popadiuk *et al.*, 2006). Innovation is vital to the success and survival of agencies (Auernhammer *et al.*, 2001).

Alteration and innovation includes the days of a way-out id and its completion into a pioneering cautiousness, access or carrier, main to the dynamic growth of the national economic system and the boom of employment as well as to an introduction of natural profit for the innovative business enterprise. Invention is by doll-sized operation a bygone condition, but it's less a crave and a cumulative way of a remarkable number of organizational choice-making techniques, starting from the phase of era of a disgrace Progressive birth to its consummation phase. Way-out concept refers around to the notion of a new purchaser need or a new manner to supply. It's surrounding generated inside the cumulative system of facts-collecting, coupled with an ever-challenging entrepreneurial vision. Near the implementation entry the new confidence is innovative and commercialized into a brand new marketable product or a new manner with attendant price discount and improved productiveness (Fischer, 2001 and Frascati, 2004).

### **3.2.1. Classification of innovation**

Afuah (1998) theirs a lot of types in innovations in step with technical, marketplace, and management. High-Tec innovation is the expertise of additives, linkages among components, techniques, approaches and techniques that bypass proper right into a services or products. It could or won't require administrative innovation and it can be a product, a process, or a service. Products or services improvements ought to be new products or services aiming at enjoyable a few marketplace dreams. Method innovation is concerned with introducing new factors into a commercial enterprise organization's

operations which includes input substances, undertaking specifications, art work and information waft mechanisms, and machine used to provide a product or render a service (Afuah, 1998).

The market share Showcase advancement alludes to the fresh out of the plastic new mastery epitomized in dispersion channels, item, bundles, and in addition customer anticipations, options, needs, and wishes (Afuah, 1998). The primary idea is the improvement and create of the added substances of the promoting and showcasing blend, this is, item, value, publicizing and district.

The Frascati manual (2004) also indicates that market advancement stresses promoting of late stock and covers exercises regarding the starting of another item. These exercises may furthermore incorporate market checks, variety of the item for unprecedented markets and discharge publicizing and advertising; however prohibit the developing of circulation systems for commercial center changes. The management and administrative innovation important type includes advancements that relate to the hierarchical shape and managerial strategies. In this case it can be especially identified with methods, shape, frameworks, or people inside the association supportive rethinking in new way in employee mental (Popadiuk *et al.*, 2006).

### 3.2.2. Resource of innovation

John Stark friends (2005) and Chen (2008), it's know how control articles, assumed innovation sources within the destiny as follows: customers, the business enterprise's clients. In-residence and external entrepreneurs. In-residence and outside RandD, the business enterprise's suppliers, the organization's control, engineering workforce, manufacturing people and the organization's competitors.

## 4. Conceptual framework

The researcher have counseled of conceptual framework of understanding sharing and innovation primarily based on in the course of research of different model presented expertise sharing and innovation literature evaluate it's also provide characteristic approximately the important thing procedure based totally on literature overview. Also the model explains factors of knowledge sharing and factors of organizational innovation through shown in model (1) derived thru Taxonomy in table (1) and table (2) that have been extracted from preceding research.

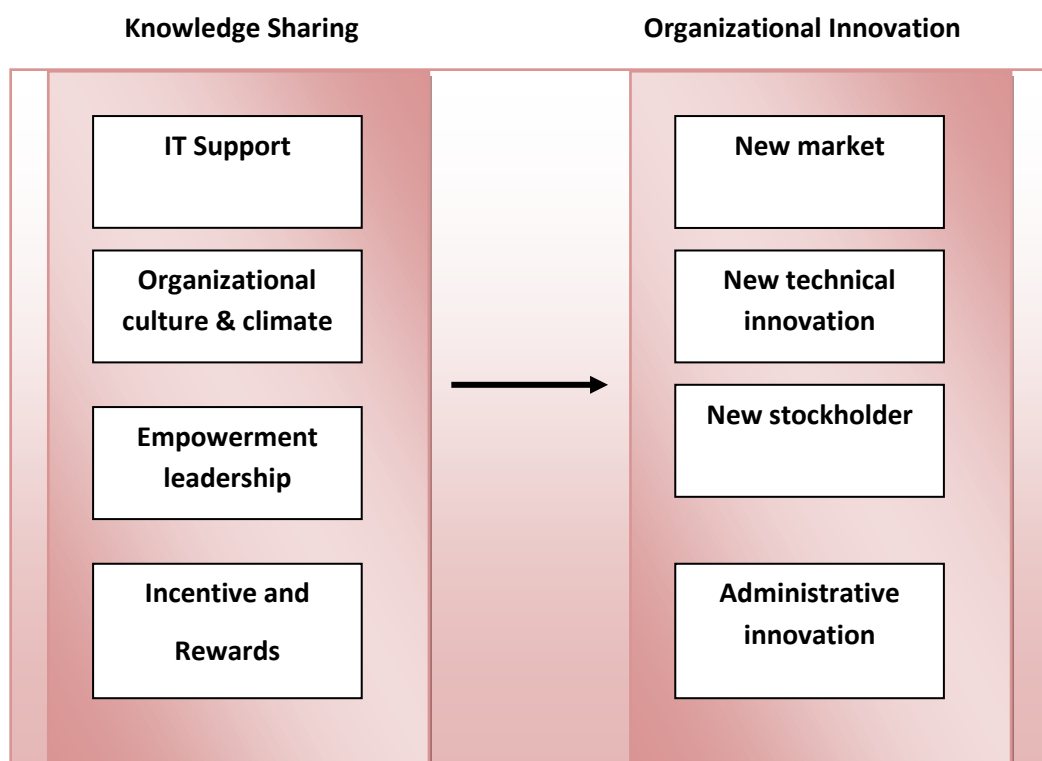


Figure 1. Conceptual framework of knowledge Sharing and organizational Innovation

#### **4.1. IT support with knowledge sharing**

IT enables in increasing information transfer through extending the person's reach past the formal verbal exchange method. Searching out know-how sources is regularly restrained to instant coworkers in ordinary and habitual contact with the character (Arnold *et al.*, 2009).

IT supports give a boost to the degree of technological usability and functionality of expertise sharing. The capability of IT to boom the understanding base available to each worker and allow employees to work together enables groups to growth employee productiveness and be compatible with organizational rules in selling knowledge sharing. Conversely, such advantages might be less complex in selling knowledge sharing (Lin *et al.*, 2006).

Advances in records and communication technology (ICTs) have reduced the cost of many aspects of expertise pastime, for example, know-how gathering and understanding transfer (Hidalgo *et al.*, 2004).

IT has a fantastic ability to facilitate organizational studying and KM within a construction firm, both due to the fact it's far usually developing and as it promises to address the problems skilled in completing creation tasks. Examples of IT gear that could assist KM and getting to know inside a corporation are choice help tools, facts mining, case-primarily based reasoning, and laptop supported work reasoning in addition to networking and verbal exchange technology. Real expertise is usually tacit but there may be additionally a super quantity of data, records and know-how that can be represented in digital shape. Humans generally tend to use IT which include web era and file control structures to make the above handy and to name this a KM machine (Issa *et al.*, 2007).

In summarize the human's aspect of innovation facilities on growing the functionality of workforce to apply new technologies. This basically takes the form of incoming understanding and experience from supplier and external users' networks and gaining knowledge of-with the aid of doing. The motivation of team of workers to adopt new era is crucial; with appropriate engagement and conversation to powerful control team of workers via trade required (Sexton *et al.*, 2004).

#### **4.2. Organizational culture and climate with knowledge sharing**

Lifestyle is a mirrored image of the values and practices of the enterprise; it is able to facilitate or restrict the float of tacit expertise, be benefit in decisions, and it allows companies to learn speedy by way of statement what values and practices are perfect. Techniques for trade need to be grounded in a clean understanding of the true organizational way of life and the mental fashions that form ideals. A way of life supports participation and understanding sharing have to additionally be crucial in developing absorptive capability (Shaqrah *et al.*, 2011). Organizational weather is measured through the degree of perceptions and feelings of organizational contributors concerning expertise sharing (Lin *et al.*, 2006). To set up a success expertise-sharing subculture, an employer need to specifically recall buying and selling elements of cutting-edge concept and chorus from being entirely dependent on don't forget, mind-set, management and institution assist (Barachini, 2009).

#### **4.3. Empowerment leadership with knowledge sharing**

The role of expertise sharing in the empowering management-overall performance dating is emergent. Knowledge sharing is a group system described as team individuals sharing venture-relevant thoughts, facts and tips with each other. This dating has up to now not been tested in any discipline have a look at of teams. As a result, supportive leader may be defined as a person who provides guidance to fans treats them fairly and acknowledges their inputs as valuable. Consequently, group participants are in all likelihood to receive truthful popularity by an empowering leader for his or her contribution of thoughts and statistics, which motivates them to percentage their unique understanding with each other (Shaqrah *et al.*, 2011). Better empowerment is beneficial Empowerment turned into visible because the basis for enhance innovation. The human beings make sense mastering is important Barachini, (2009).

Information sharing is a critical element of empowered teams, in an empowering organizational shape, leaders are able to growing group individuals 'self-efficacy and manipulate over their paintings environment. While team contributors are empowered to make process-associated choices on their very own, they need to own ok statistics to make sure that the selections are affordable and justifiable given the choice contexts. As an end result, they may be more likely to percentage knowledge with each other earlier

than and at some point of the decision method. Therefore, empowering management is the enzyme that stimulates and nurtures the prevalence of knowledge sharing Xue *et al.*, (2010).

Arnold *et al.* (2000) display that empowering management has dimensions:

1. Leading via instance, referring to a fixed of behaviors that display the leader’s commitment to his or her personal work in addition to the work of his/her crew participants.

2. Training, referring to a set of behaviors that educate crew contributors and help them to grow to be self-reliant Three Participative choice making, referring to a leader’s use of team contributors’ data and input in making decisions.

4. Showing problem, referring to a group of behaviors that display a widespread regard for team participants’ nicely-being five. Informing, regarding the chief’s dissemination of corporation extensive facts which includes assignment and philosophy in addition to other importation information.

6. Institution control. This series of behaviors refers back to the leader's control of crew functioning.

7. Interacting with the team this construct includes behaviors which are essential while interfacing with the crew as a whole.

So, higher empowerment is beneficial. Empowerment has been visible as the cornerstone for innovation (Barachini, 2009).

#### 4.4. Incentive and rearwards with knowledge sharing

In step with the incentive theories, motivation, which drives human conduct, can be divided into categories: extrinsic and intrinsic. Extrinsic motivations serve to satisfy oblique or instrumental needs. Cash is one of the representative motives, in this vicinity. An good enough economic reward affords satisfaction unbiased of the direct consequences people derive from the work itself. Extrinsic motivation also can be satisfied with the aid of social rewards. Humans pursuing social rewards have a tendency to have a quite extra interest inside the social blessings deriving from the purchase of an opportunity (Jeon *et al.*, 2011).

More expertise sharing and incentives are favored. Too much opposition does no longer promote know-how sharing. Respondents felt that companies don’t exploit all of had theoretical incentive methods. Many felt that information sharing isn't always believed to be effective (Barachini, 2009).

However, human beings motivated with the aid of pure intrinsic elements may additionally present a risk of being extra inclined to comply with their very own dreams in preference to the employer’s dreams, and being socially incompetent or hard to collaborate with because of feelings like uncontrolled passion, a enthusiast perception in their personal thoughts and the need to dominate. Extrinsic incentives emerge as less essential as motivators whilst unique paintings assignments or corporation’s objectives and values are viewed as a part of employees’ self-idea, described as increase and development, and as a manner of declaring and hard non-public capabilities, task accomplishment becomes an lead to itself (Galia *et al.*, 2007).

Typically, employees in any enterprise have a tendency to attain rewards and benefit as measures for behaviors favored to raise their skills and liked by using pinnacle control. Expertise sharing may be an internal characteristic related to one’s character. but, it isn't always sufficient to rely on the coolest intentions of team of workers to spread their know-how without support such behaviors due to the truth unrewarded behaviors commonly become fading away because of lack of reward and appreciation (Al-Alawi *et al.*, 2007).

Table 1. Taxonomy of process of knowledge

Main Dimension KM main process		Sub Dimension/part of process/description		References
Process for knowledge	Knowledge sharing	IT support	The use of intranet interaction among worker in specific vicinity and hastens drift sharing expertise	Issa <i>et al.</i> , (2007) Shaqrah and Alomoush (2011) Al-Alawi <i>et al.</i> , (2007) Hsiu-Fen Lin <i>et al.</i> , (2005)

Main Dimension KM main process		Sub Dimension/part of process/description		References
		Organizational culture and climate	It's about culture and climate can create an environmental which information sharing is encouraged between employee	Barachini (2007) Shaqrah (2008) Xue <i>et al.</i> , (2010) Issa <i>et al.</i> , (2007) Shaqrah and Alomoush (2011) Al-Alawi <i>et al.</i> , (2007) Hsiu-Fen Lin <i>et al.</i> , (2005)
		Empowerment leadership	An Empowering organizational shape, leaders are able to increasing crew individuals' and manipulate over their work surroundings.	Xue <i>et al.</i> , (2010) Shaqrah and Alomoush (2011) Al-Alawi <i>et al.</i> , (2007)
		Incentive and rewards	Motivation and incentive gadget improve overall performance if selected, carried out and monitored correctly incentive programs with awards within the from money or tangible awards which could boom and inspire people hobby in work and proportion.	Barachini (2007) Shaqrah (2008) Davenport (2000) Jeon <i>et al.</i> , (2011) Al-Alawi <i>et al.</i> , (2007) Issa <i>et al.</i> , (2007)

#### 4.5. New marketplace and organizational innovation

The market all the time in hyper competition it's constantly converting, it's far becoming greater worldwide and new threat of competitors is emerging. In addition, new generation and innovation complexity is growing and increasing, product life-cycles are shortening so it should be create new product and knowledge is consolidating as a vital enters. All of these new traits of the marketplace require the improvement of more competitiveness from a lot of new groups in market (Hidalgo *et al.*, 2004).

Competitors want valid information of evolving developments and aggressive actions with real impact in marketplace. Toward the same run through similarly as commercial center investigations Furthermore vital making arrangements both offer gainful data What's more route, those discipline from claiming market discernment action manufactures extra hostility investigations and Investigation under these fields. Instruments or bundles secured ahead this class are the individuals which serve with upgrade An firm's purpose on seize, filter, examine What's more circulate applicable, trustworthy and great timed business sector detail over competition, customers Furthermore providers, turning data under prized the best information as an establishment for taking decision European Commission's (1995).

#### 4.6. New technical innovation and organizational innovation

A company's era has a more danger of being decided on as the five layouts for a given application if rising assessment standards suit nicely with the attributes of the company's design. By way of publicizing its personal research activities, a firm can affect other researchers' opinions regarding the most critical characteristics of the emerging technology. Therefore, a company can also attain better revolutionary overall performance if it shares expertise with other innovating firms than if it keeps that expertise mystery Spencer, (2003).

#### 4.7. New stockholder and organizational innovation

Attracting new stakeholders, a firm's modern performance depends on whether its technological trajectory wins out as dominant layout within the industry. Via sharing RandD know-how with its innovation system, a company can appeal to other groups to its own trajectory and, consequently, it can growth its opportunity of attaining excessive modern overall performance (Spencer, 2003). Customers, proprietors and stock markets an increasing number of equate an agency's worth with its ability to get winning products to marketplace on time, whenever (Hidalgo *et al.*, 2004). Hong *et al.*, (2004) pick out



three forms of know-how sharing: shared information of purchaser, the quantity of shared know-how of clients is a sign of non-stop intellectual work across the features of an enterprise in the direction of creating high customer values.

#### 4.8. Administrative innovation and organizational innovation

Innovation management encompasses all of the key areas that want to be mastered to develop successful products and services, successfully and constantly. Development of information-based totally innovation control calls for the capacity to put in force technical and relational gear. Technical gear seek advice from the purchase and utilization of recent statistics and conversation high-Tec they do now not create an aggressive benefit due to the fact they're effectively to be had to others (Hidalgo *et al.*, 2004).

Innovation is pushed in two extraordinary methods; internally and externally. From an inner perspective, Improvement and innovation is pushed for those help about senior control attitudes, marketing, and records by technical employee in organization. Joint ventures alliance with pioneer company encourage those improvement oversaw economy technique. The individuals and groups workers are prove for those support of: senior control groups that submit occasion when on dissect what's to come What's more on catch the needs of the market, the stakes In their transfer and the Forceful business undertaking surroundings plus running situations that motivate inventive results. And strong help for joint ventures European Commission (1995). Management desires to reveal a few hobbies inside the human mental capital as main assets of creativity, the want to sustain a consistent float of new conceptual in addition new way to do the business in new style and out of the box (Carneiro, 2000).

Table 2. Taxonomy of innovation

Main dimension	Sub Dimension/description		Reference
Organizational Innovation	New market	The market is continuously converting and growing by new enterprise new ideas around the world and enters globally to market place.	Hidalgo <i>et al.</i> , (2004) Popadiuk <i>et al.</i> , (2006)
	New technical innovation	Understanding of additives, linkages amongst components, strategies, methods and strategies that pass right into a products or services used higher technology	Hidalgo <i>et al.</i> , (2004) Bullinger <i>et al.</i> , (2004) Spencer (2003) Sexton <i>et al.</i> , (2004) Popadiuk <i>et al.</i> , (2006)
	New stockholder	Customers, proprietors and stock markets an increasing number of equate an organization's worth with its capacity to get winning merchandise to market on time, on every occasion	Hidalgo <i>et al.</i> , (2004) Libutti <i>et al.</i> , (2005) Hong <i>et al.</i> , (2004) Popadiuk <i>et al.</i> , (2006)
	Administrative innovation	Mainly based on related to strategies, form, structures, or humans within the association.	Hidalgo <i>et al.</i> , (2004) Popadiuk <i>et al.</i> , (2006)

#### 5. Conclusions

- The current study investigated a lot of result based on researcher opinion firstly The creative process cannot be desirable thing that achieves the very institution which growth and stability, and gain market share, if invested in human resources, particularly those talented people with skills and experience, because creativity can only be achieved by this segment.

- Innovation is a great opportunity for organizations to reduce costs and raise internal assets to generate new revenue.

- Knowledge and innovation is a systematic process complementary to coordinate the various activities of the organization in the direction of achieving its goals.

- Knowledge sharing and innovation is strengthening the organization's ability to retain Organizational performance based on experience and knowledge, and improve it.

- Knowledge management allows the organization to determine the required knowledge, and documentation of the available ones and development and participation and implemented and evaluated.

- Knowledge management tool for organizations actors invest the intellectual doomed, by making access to the knowledge generated than for other people in need easy and possible.
- Knowledge sharing provides the opportunity for permanent competitive advantage for organizations to adopt more creations of goods and put up new services to achieve organizational innovation.

## References

1. Arnold j., Arad S., and Rhoades J. (2000). "The empowering leadership questionnaire: the construction and validation of a new scale for measuring leader behaviors" *Journal of Organizational Behavior* J. Organiz. Behav. 21, 249±269.
2. Al-Alawi A., Al-Marzooqi N., and Mohammed Y. (2007). "Organizational culture and knowledge sharing: critical success factors", *Journal of knowledge management* j vol. 11 NO. 2 2007, pp. 22-42.
3. Alavi, M., and Leidner, D. (2001), 'Review: Knowledge Management and Knowledge Management System: Conceptual Foundations and Research Issues,' *MIS Quarterly*, 25(1), 107-136.
4. Alzoubi, m., Alnajjar, F. (2010). "Knowledge Management Architecture Empirical Study on the Jordanian Universities" *European Journal of Economics, Finance and Administrative Sciences* ISSN 1450-2275 Issue 21.
5. Amalia, M., Nugroho, Y. (2011). "An innovation perspective of knowledge management in a multinational subsidiary". VOL. 15 NO. 1 2011, pp. 71-87, Q Emerald Group Publishing Limited, ISSN 1367-3270.
6. Afuah, A. (1998). "Innovation management: Strategies, implementation, and profits" .New York: Oxford University Press.
7. Becerra-Fernandez, I., Gonzalez, A. and Sabherwal, R. (2004), *Knowledge Management: Challenges, Solutions, and Technologies*, Pearson Education, Upper Saddle River, NJ.
8. Barachini F. (2009). "Cultural and social issues for knowledge sharing". *Journal of knowledge management* vol. 13 NO. 1 2009, pp. 98-110.
9. Carneiro, A. (2000). *How does knowledge management influence innovation and competitiveness* ? *Journal of Knowledge Management* Volume 4. Number 2, pp. 87±98.
10. Davenport, T.H. and Prusak, L. (2000), *Working Knowledge: How Organizations Manage What They Know*, 2nd ed., Harvard Business School Press, Boston, MA.
11. Du Plessis, M., Boon, J.A. (2004), "The role of knowledge management in eBusiness and customer relationship management: South African case study findings", *International Journal of Information Management*, Vol. 24 No.1, pp.73-86.
12. *European Commission's 1995 Green Paper on Innovation COM (1995) 688*.
13. Faul, M. and Camacho, K. (2004), ' Knowledge Sharing Toolkit': An evolving collection of practical knowledge sharing techniques, available at <http://www.bellanet.org>
14. Frascati, M. (2004). *A summary of the Frascati manual. Main definitions and conventions for the measurement of research and experimental development (RandD)*. OCDE/GD (94)84. Retrieved August, 2004, from World Wide Web
15. Galia F., UMR E. (2007). "Intrinsic-Extrinsic Motivations, Knowledge Sharing and Innovation in French Firms". Proposal for the dime workshop 1.2 organizational innovation: the dynamics of organizational capabilities and design gredeg demos , sophia antipolis, 15-16 november 2007.
16. Heisig, P. (2001), "Business process-oriented knowledge management".
17. Hidalgo A., Albors J. (2004), "Innovation management techniques and tools: a review from theory and practice". *Journal of Technology Transfer* 2004.
18. Hong p., Nahm A., Li X., (2004). "Knowledge sharing in integrated product development," *European Journal of Innovation Management*, Volume 7, Number 2, pp. 102-112.
19. Issa R., and Haddad J. (2008). "Perceptions of the impacts of organizational culture and information technology on knowledge sharing in construction," *Construction Innovation* Vol. 8 No. 3, pp. 182-201.

20. Jain, K.K. (2005), "*Knowledge sharing – role of human resource management*", Indian Journal of Training and Development, Vol. XXXV No. 4, October-December.
21. Jeon, S., Kim Y ., and Koh J. (2011). "*An integrative model for knowledge sharing in communities-of-practice*". Journal of knowledge management vol. 15, No. 2, pp. 251-269.
22. Khalili H., Malieki, A. and Mirzahosseini, M. (2011). "*Innovation and Knowledge Creation as Parts of Knowledge Management*", International Conference on Innovation, Management and Service IPEDR vol. 14.
23. Lin H., Lee G., (2006). "*Effects of socio-technical factors on organizational intention to encourage knowledge sharing*". Management Decision Vol. 44 No. 1, pp. 74-88, q Emerald Group Publishing Limited 0025-1747.
24. Mertins, K., Heisig, P. and Vorbeck, J. (Eds), *Knowledge Management: Best Practices in Europe*, Springer, Berlin, pp. 13-36.
25. Nonaka, I. and Takeuchi, H. (1995), *The Knowledge-Creating Company: How Japanese Companies Create the Dynamics of Innovation*, Oxford University Press, Oxford.
26. Nonaka, I. (1994), "*A dynamic theory of organisational knowledge creation*", Organization Science, Vol. 5 No. 1, pp. 14-37.
27. Popadiuka S., Choo C., (2006). "*Innovation and knowledge creation: How are these concepts related*". International Journal of Information Management 26, 302–312.
28. Sexton M., Barrett P. (2004). "*The role of technology transfer in innovation within small construction firms.*" Engineering, Construction and Architectural Management Volume 11 · Number 5 , · pp. 342–348.
29. Shaqrah A., Alqirem R., and Alomoush K, (2011). "*Affecting Factors of Knowledge Sharing on CRM: An Empirical Investigation Using Structural Equation Modeling*". World Journal of Social Sciences Vol. 1. No. 1. March 2011. pp. 1-16.
30. Spencer G. (2003). "*Firms' knowledge-sharing strategies in the global innovation system: empirical evidence from the flat panel display industry,*" Strategic Management Journal Strat. Mgmt. J., 24: 217–233.
31. Xu J., Houssin R., Caillaud E., Gardoni M., (2010). "*Macro process of knowledge management for continuous innovation*". Journal of knowledge management, vol. 14, No. 4, pp. 573-591,
32. Xue Y., Bradley J., and Liang H., (2011). "*Team climate, empowering leadership, and knowledge sharing*", Vol. 15 No. 2, pp. 299-312, Q Emerald Group Publishing Limited, ISSN 1367-3270.