

## The Impact of Knowledge Sharing on Enhancing Entrepreneurial Performance: An Exploratory Study of the Opinions of a Sample of Administrative Leaders at the University of Kirkuk

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**Abstract:** Knowledge sharing is a management practice that forms a basis, through which knowledge transfer and exchange of ideas are brought to fruition hence improving administrative effectiveness and improving the overall institutional performance. In the Iraqi tertiary educational environment, the best example of which is the one within Kirkuk University, there is also a significant barrier to the implementation of entrepreneurial practices; a complementary deficit in the prevalence of knowledge-sharing programs has been reported, which can have a negative effect on entrepreneurial performance, namely creativity and proactivity. The proposed research is expected to diagnose the degree of knowledge sharing dimensions and the entrepreneurial performance, examine the character of the connection between them and test the effect of the knowledge sharing dimensions on the entrepreneurial performance. The study deals with an intricate and significant connection between the approach to knowledge sharing by administrative leadership and its ability. The research emulated a descriptive-analytical research design and a questionnaire as a main instrument of data collection. Its items were created through an examination of current research undertaken in 2020-2024. The population of the research included administrative leaders of Kirkuk University (deans, department heads, and unit directors), and 60 individuals were used as the sample. The outcome of the reliability tests (Cronbachs alpha) indicated that the instrument is of a high quality with the overall figure of 0.902. The main findings refer to the overall knowledge sharing capacity of the administrative leaders at Kirkuk University as there is a high level of individual and organizational skills, which is associated with the positive attitude towards the technological application.

**Keywords:** Knowledge sharing, entrepreneurial performance, innovation, proactivity, calculated risk, managerial leadership.



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### Introduction

Knowledge is now among the most valuable strategic assets of educational establishments, and is a core foundation to institutional excellence, innovation and adapting to the fast paced changes in the academic world. Knowledge sharing plays a critical administrative role by helping to transfer

expertise, sharing information and ideas between individuals and organizational units, which leads to increasing administrative abilities and the quality of institutional performance. The idea of pioneering performance, in this case, becomes a key indicator of the capacity of universities to be innovative, entrepreneurial and utilize the available opportunities to attain excellence and sustainable development. Moreover, the knowledge sharing is crucial to the pioneering performance and its ability to enhance the process of decision-making, encourage creativity, and build skills of administrative leaders, which will help to facilitate the institutional excellence and reach strategic outcomes.

## **Chapter One**

### **Research Methodology**

#### **First: Research Problem**

The Iraqi context of university institutions, such as Kirkuk University, has been confronted by rising issues of embracing the entrepreneurial practices that are required in building the institutional performance and increasing the competitive advantage. In this regard, information exchange among administrative leaders is an important component in promoting this trend. The knowledge sharing is regarded as an effective way of experience and information transfer, and the creation of innovative ideas that facilitate entrepreneurial behavior in the educational setting. But the field experience shows that there is a short coming in the degree of sharing practices of knowledge in the university. The shortage is reflected in poor implicit and explicit knowledge sharing, and a low degree of knowledge sharing preparedness. This weakness in institutions can have adverse implications on the capacity of the university to attain entrepreneurial performance especially in the aspect of creativity and proactivity. In this light, the research question that will be used to develop the problem addressed in this paper is as follows: (To what extent does knowledge sharing enhance entrepreneurial performance among administrative leaders) at the University of Kirkuk?

#### **From this central question, several sub-questions arise:**

1. What is the extent of knowledge sharing practice among administrative leaders in Kirkuk University?
2. How high is entrepreneurial performance of administrative leaders?
3. Does tacit knowledge dissemination influence the performance of the entrepreneur?
4. Do explicit knowledge sharing and entrepreneurial performance have a relationship?
5. Is there an impact of willingness to share knowledge on the entrepreneurial performance?

#### **Second: Research Importance**

This study is essential because it is related to such major engines of modern development as sharing knowledge and business performance. These are the keys to the success of universities and their capability to keep abreast with the fast changing technology and economy. The importance of the study is as follows:

##### **A. Theoretical Importance**

1. The study will help fill the gaps in the academic literature on the knowledge sharing and entrepreneurial performance, especially in the framework of higher education.
2. The study points out the interdependence and impactful linkage between the knowledge-sharing model of administrative leaders and their capability of inculcating entrepreneurial performance in the university.

## B. Practical Significance

1. With the assistance of this study, knowledge sharing gaps and obstacles that can inhibit knowledge sharing are identified and, hence, facilitate the improvement of entrepreneurial performance.
2. It provides feasible and viable suggestions to university management in Kirkuk.

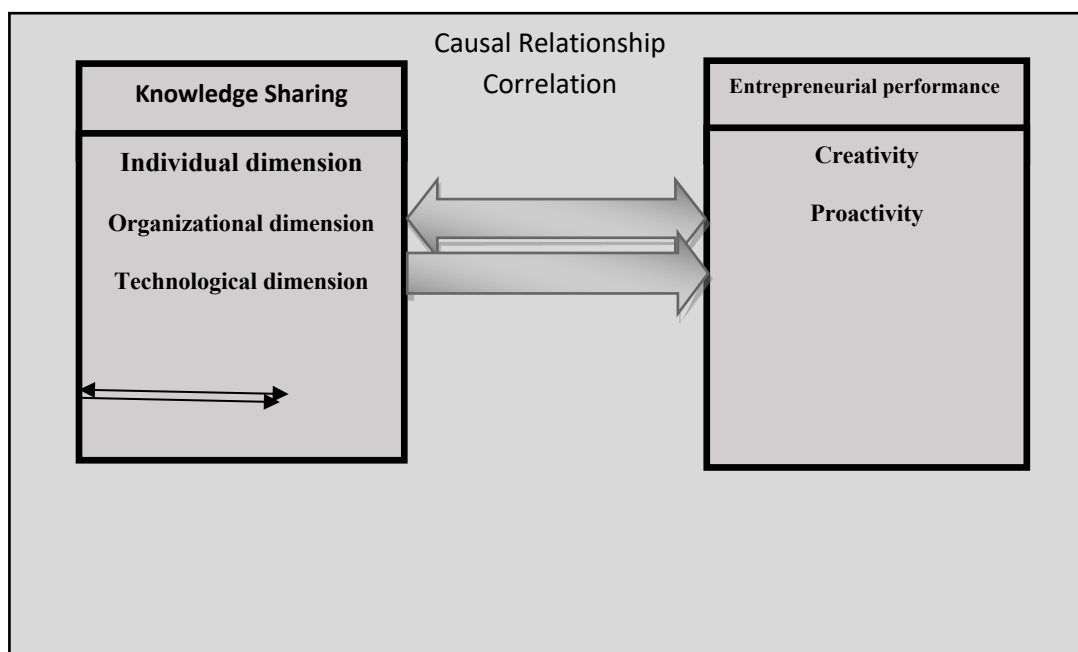
## Third: Research Objectives

This study seeks to achieve the following objectives:

1. To identify the degree of the knowledge sharing dimensions among the administrative leaders in Kirkuk University.
2. To find out whether there is availability and development of entrepreneurial performance dimensions in the university.
3. To examine the type of the correlation between knowledge sharing and entrepreneur performance.
4. To examine the effect of the dimension of knowledge sharing on entrepreneurial performance.
5. To put forward effective solutions to improve the performance of entrepreneurs via sharing of knowledge.

## Fourth: Research Hypothetical Framework

The research model shows a simple description of the role played by knowledge sharing, its dimensions (individual, organizational, and technological) in improving the performance of an entrepreneur, their dimension (creativity and proactivity), at Kirkuk University. The independent and dependent variables were selected because of their significance and suitability to the nature and extent of the current study and because they can reflect well the nature of phenomenon being studied, as depicted in Figure (1).



Source: Prepared by the researcher

Based on the above-mentioned framework, the following hypotheses can be derived:

### **1. First Main Hypothesis (H1):**

The dimensions of knowledge sharing (individual, organizational, and technological) have a statistically significant correlation with the dimensions of entrepreneurial performance (creativity and proactivity) in Kirkuk University.

#### **Sub-hypotheses:**

H1: The correlation between the individual dimension and creativity is statistically significant.

H1: The organizational dimension and proactivity have a statistically significant relationship.

H1: The technological dimension has statistically significant correlation with knowledge sharing.

### **2. Second Main Hypothesis (H2):**

The knowledge sharing dimensions (individual, organizational, and technological dimensions) play a key role in the dimensions of entrepreneurial performance (innovation and proactiveness) in the University of Kirkuk.

#### **Sub-hypotheses:**

- **H2: The individual dimension plays an important role in proactiveness.**
- **H2: The proactiveness is greatly affected by the organizational dimension.**
- **H2: Technological dimension plays a big role in proactiveness.**
- **H2: The dimensions of knowledge sharing as a collective have a major influence on the performance of the entrepreneurship.**

## **Chapter Two**

### **Theoretical Framework**

#### **First: Knowledge Sharing**

##### **1. The Concept of Knowledge Sharing**

The concept of knowledge is regarded as a major facilitator that enables organizations to make progress and improve their competence. Knowledge management capability and creating new knowledge is a critical pillar towards organizational survival and sustainability. The knowledge management can be identified as the process that is taken by the organization to investigate and unlock the value inherent within its intellectual and cognitive resources and then convert it into value added that will help to support the competitive advantage.

In this regard, knowledge sharing is considered as being systematic and organized with concerns of transferring, exchanging and disseminating of knowledge in multidimensional settings, either when it goes among individuals, or among various organizations (Leksono, 2023: 146). The knowledge sharing behavior could be defined as a communicative process between knowledge givers and receivers and the goal of reaching the assimilation of knowledge needed as well as creating new knowledge. In order to explain this process, the exchange of knowledge is frequently likened to an exchange marketplace, and the contentment of the involved parties increases the sustainability of the sharing process (Hu et al., 2023: 3).

Knowledge sharing plays a critical role towards enhancing the overall organizational performance since members are able to share experiences and information. Knowledge sharing can also be interpreted as a social and professional interaction process that takes place between people and work units and helps to achieve mutual gains due to sharing of skills, ideas and opinions. In this regard, it is assumed that knowledge sharing is a crucial component towards stimulating

innovative and creative behavior within organizations, as it positively relates to the development of the workflow and the improvement of organization performance levels (Mogea, 2023: 205).

## 2. Types of Knowledge

In recent literature devoted to the issue of knowledge management, the researchers distinguish two primary types of organizational knowledge explicit knowledge and tacit knowledge. All types have a key role to play in facilitating performance of institutions, but tacit knowledge is believed to be the most powerful given that it has a close relationship with the capability of an organization to create innovation and achieve sustainable competitiveness. Research has pointed out that encouraging tacit knowledge sharing helps in the creation of innovative work practices, long term competitive advantage as well as sustainability in institutional growth (Chen et al., 2023: 2).

Tacit knowledge is referred to as a knowledge which is created by personal experiences and which is practiced. It is stored in the human mind and is neither written down nor structured. Conversely, explicit knowledge is the knowledge that can be documented and stored in the information systems and records and therefore its transfer and exchange in organizations is more accessible. Tacit knowledge, though, has the features of a personal one, through which experience, practice and social interaction create it, thus making it difficult to document and convert it into the form of a formal knowledge. This challenge is explained by the contextuality of its acquisition and the fact that its transfer depends on the willingness and capability of people to share it with others (Arjoun & Boudabbous, 2024: 84).

Moreover, the literature depicts that knowledge in organizations differs in terms of forms and purposes. These are: conscious knowledge that is organized in such a way that facilitates easy accessibility; automatic knowledge (implicit) knowledge that aids people and cannot be easily brought out; objective knowledge, which entails knowledge that is documented and shared by the society; collective knowledge which involves the knowledge that is held in practices, norms and relationships of an organization; situational knowledge, which entails knowledge that is held in regard to the understanding of professional circumstances and conditions; conceptual knowledge which is knowledge that has been fixed scientifically and in concept, and finally, strategic knowledge that enables people to be able to choose the right ways (Yeboah, 2023: 6).

## 3. Dimensions of Knowledge Sharing

Knowledge sharing dimensions are highly observed in three principal spheres namely the individual dimension, organizational dimension, and the technological dimension. Lin (2007) defined these dimensions and since then they have been used as a standard model of measuring knowledge sharing. They are expounded as follows:

### First: The Individual Dimension

The nature of interpersonal relationship among people plays a significant role in knowledge sharing within the organizations. Organizational trust is ranked as one of the basic determinants that influence the attitude and behaviors of employees toward knowledge exchange within and without the organization. Also, personal rewards and incentives are also significant in enforcing this behavior. One of the most compelling factors that promote employees to share their knowledge is professional reputation because such contributes to recognition and social status enhancing the presence of the individual in and out of the organizational setting.

Workers in office feel that knowledge sharing is a good tool used to create and enhance positive professional profile. All these plus other personal variables like social relationships, self-efficacy and organizational bravery are the other determinants that have positive contribution to the process of sharing knowledge. (Zheng, 2017:53)

## **Second: The Organizational Dimension**

Knowledge-sharing practices at the organizational level are affected by some important aspects, leadership, organizational culture, and organizational structure being among them. Top management support and a strong leadership are the necessary pillars to increase the knowledge exchange, as leadership guides the knowledge behaviors of the employees and encourages them to share their experiences and ideas.

Organizational structure also impacts complexity or ease of knowledge flow that requires development of structures that facilitate flexibility, cooperation, and interaction involving knowledge within the organization and among its various units, as well as communication with pertinent external stakeholders (Chua et al., 2023: 184).

Similarly, the organizational culture is the model which defines the readiness of the organization and employees to share knowledge. The culture of innovation, where employee views hold significance, and constructive feedback is encouraged will be beneficial in creating the environment that would allow sharing knowledge and developing creative abilities. The culture is developed as a result of the management of knowledge by the organization and the ability to build the interactive environment, which enables further communication and exchange of ideas to be held by means of formal and structured mechanisms, which enhance professional affiliation and interactions among the staff (Lee, 2018: 17).

## **Third: The Technological Dimension**

The person viewed the central part of the organization as the beginning of sharing of knowledge since knowledge is basically generated on the individual level. Nonetheless, the organization can obtain, retain and internalize knowledge using information communication technologies (ICT), which increase the range of sharing the knowledge and eliminate the constraints of formal communication channels (Diab, 2021: 92).

ICT is crucial in facilitating teamwork in organizations because it offers more avenues through which the employees can interact and share knowledge in a more effective way. The technologies are also able to reduce geographical and structural obstacles that can limit interaction. Moreover, the knowledge discovery technologies allow organizations to identify the new knowledge and draw it out of the internal or external resource, whereas the knowledge mapping tools permit to identify the knowledge source location among the employees or external partners in a more systematic and precise way (Ahmad & Karim, 2019: 11).

## **Second: Entrepreneurial Performance**

### **1- The Concept of Entrepreneurial Performance**

Literature associated with entrepreneurial performance shows that there is no apparent consensus on the indicators of entrepreneurial performance, with measures of it differing and falling under subjective and objective levels. In that regard, the performance of an entrepreneur may be evaluated according to set objectives and the degree to which they are accomplished (Eniola, et al., 2019: 91)

Therefore, the entrepreneurial performance may be considered as the capacity to attain entrepreneurship objectives, utilize the existing opportunities, and optimize the efforts made to achieve such objectives by taking calculated risks that are estimated and foreseen by the entrepreneur. (Awaluddin et al., 2020: 10952)

**Entrepreneurial performance consists of four stages as demonstrated by Sarwoko (2020:185):**

A- The investigation of ideas and managing the opportunity recognition as the first stage of entrepreneurial performance.

B- Generating service or process related ideas, operations, and problem identification.

C- Promotion of the concept and solving of the problems to make it possible to implement.

D- Idea realization and taking activities that lead to the realization of the idea.

One can say that the entrepreneurial performance is one of the central concepts within the sphere of entrepreneurship, because it is an activity or process, which is directed to utilize the change and turn it into an opportunity to initiate a project or offer a new or unique service. As the aspect of innovation is introduced to become the critical part of entrepreneurship, the need to narrow down attention towards defining the necessary activities and resources required and to define the relevant functions before optimal execution is achieved. Based on this, entrepreneurial performance is considered a multiphase process that entails the interaction of two processes which are fundamental and interrelated: (Najar & Ben Zammel, 2020:77)

- The existence of new ideas
- The implementation of these ideas

## **2. Entrepreneurial Performance Requirements**

Entrepreneurial performance consists of several key requirements as clarified by Sariwulan et al. (2020: 269), which include the following:

### **A. Entrepreneurial Skills**

Entrepreneurial skills cover a broad spectrum of skills which includes personal skills in form of education, experience, commitment, vision, courage and risk-taking. They also cover the environmental factors like the society, organization, family, availability of opportunities, number of competitors and government policies.

### **B. Digital Awareness**

The need to be digitally aware in the entrepreneur organisms has been enhanced by the quick technological and informational awareness. Digital awareness can be explained as the capacity of the entrepreneur to address the changes in technology and use digital platforms and social media to achieve some objectives, including communication, marketing, trend analysis, and service delivery. Nowadays, these tools form a basic part of the entrepreneurial ecosystem, particularly due to the presence of numerous digital applications and tools that help manage a business and grow it. Here the connection between digital transformation and entrepreneurial performance as well as the current development of social media is a crucial element of transforming the modern business environment. This transformation has also led to the introduction of the term social commerce or the commerce carried out on the social media platform and this has become an unavoidable factor in the contemporary business world.

## **3. The Role of Self-Efficacy in Entrepreneurial Performance**

The high self-efficacy persons have a greater belief in their capabilities to perform the challenging tasks considering them as attainable and not as a challenge. This individual trait is one of the most significant components in enriching the performance of an individual in conducting entrepreneurial actions (entrepreneurial performance), such as founding enterprises, operating them, coming up with innovative concepts, oncoming the adversity, and resiliency after a failure. Thus, entrepreneurial performance is tightly associated with self-efficacy as it helps one to attain some concrete results, including patenting, introducing new employment opportunities, recruiting workers, and making entrepreneurial business more prosperous (Caliendo et al., 2023: 1032).

Given that entrepreneurs relate with a large pool of stakeholders, such as, partners, employees, and investors, entrepreneurial passion is also influential in defining these relationships in several aspects. Entrepreneurial passion helps in reinforcing dedication and involvement in the entrepreneurship processes thus improving the entire performance in entrepreneurship (Schwarte et al., 2023: 20), through the following mechanisms:

- Causing cognitive, behavior change, and attitudinal change.
- Enhancing the entrepreneur to be able to see opportunities.
- Improving the communication and vision articulate skills of the entrepreneur.
- Supporting competition strategies development.

#### 4. Dimensions of Entrepreneurial Performance

##### **First: Creativity**

The creative capability in an organization is the degree to which it can come up with new ideas, services and processes alongside the provision of the support required in executing the ideas as well as its capacity to respond to the changes that emerge through innovative and unconventional means (Ranasinghe et al., 2018:273). According to Hmieleski and Sheppard (2019:712), creativity is the act of producing new ideas or value-added behavior, and is done by members who are willing to defy the tendencies and existing rules in order to be innovative and produce meaningful results. The creative organization is not content in the existing status quo but, instead, it persistently tries to get better and better as creativity is seen as one of the key elements in creating and building new enterprises. Similarly, Kamuri (2021:4) describes creativity as a process where entrepreneurs realize ideas or opportunities into viable applications and in many cases this may include the incorporation of various and unrelated inputs to create novel new outcomes or ideas.

##### **Second: Proactiveness**

The concept of proactiveness is regarded as one of the contemporary organizational behaviors that rely on anticipating and being proactive before any imminent issue or need before a change occurs. A proactive oriented organization is a leader and not the follower since it focuses on trying to capture opportunities and mould them in a direction that benefits them in the future. Associated with being proactive is the capacity of the organization to invest in the opportunities that are available or may exist so that the organization can shape the external environment and influence the market trends such that it can create demand to attain sustainable competitive advantage (Jorgensen, 2017:9). Ananda et al. (2018:159) also suggest that proactive behavior is indicated in the capability to foresee future demands, increase customer satisfaction and be ahead of competitive chances. Researchers propose that the ability of organizations to facilitate creativity and foster innovation is an ability that belongs to organizations with the proactive orientation that gives them more chances to better their market position and rate their market share than their competitors do. Similarly, Cai (2020:6) elaborates that proactiveness in the workplace is one of the determinants that allow organizations to attain some of the fundamental benefits as summed up as follows:

- A. Proactiveness helps to significantly boost the performance of employees in the organization and the creation of perseverance and the capacity to see the challenges through helping in the organization change effort and enhancing the performance of the institutions.
- B. It helps the organization to find appropriate opportunities and make the required measures to exploit them properly.
- C. It assists in structuring the working process in the organization and fosters perseverance in the realization of the goals without being directly influenced by the volatile environment.

## Chapter Three

### Practical Aspect

#### 1. Research Methodology

The current research relies on the descriptive-analytical method, which is one of the most widespread approaches to scientific research in management and social science because of its capacity to explain phenomena the way they appear in the reality and then analyze them to identify patterns and relationships thereof. This method can be described as the most appropriate in the nature of the study since it will examine how the dimensions of knowledge sharing (individual, organizational, and technological dimensions) contribute to the dimensions of entrepreneurial performance which is expressed in terms of innovation and proactiveness in the university of Kirkuk.

#### 2. Research Instrument

The research was based on the closed-ended questionnaire as the main method of data collection. It was developed according to the general and specific objectives of the research. The items of the questionnaire were designed on a systematic review of the existing literature and theoretical frameworks applicable to the variables of the study, and the emphasis was made on the recent scientific literature of the years 2020-2024.

#### 3. Research Population and Sample

##### ➤ Research Population:

The research population is comprised of administrative leaders in the University of Kirkuk who include deans of colleges and heads of departments, directors of administrative units and administrative assistants, seniors and mid-level administrative leaders in decision making and implementation of entrepreneurial performance practices in the university. This population was chosen because of its close relation to the study subject since the population plays a central role in acquisition of entrepreneurial orientations and implementing of strategies that facilitate entrepreneurial performances within the university setting.

##### ➤ Research Sample:

The field sample adopted in the study was based on the research population, and the participants were selected through either the stratified random sampling technique or a simple random sampling technique, depending on the conditions of organizations and the availability of the targeted administrative populations. The given method will also help to exclude the possibility of biasing and increase the credibility of the findings since there will be a balanced representation at various administrative levels. The sample was 60 people, and the questionnaire was provided in electronic form, where it was important to fill on all the items to make the data quality and to be relevant in a further statistical analysis.

#### 4. Validity and Reliability of the Research Instrument

##### ➤ Validity:

The items of the questionnaire were elaborated on the basis of the most recent theoretical research published in 2020-24, as well as some already standardized questionnaires related to the subject matter. After that, a panel of experts in management, statistics and information technology rigorously examined the items to ensure content validity, clarity and linguistic correctness. The experts all approved on the suitability of the items and no great change was required, thus improving face and content validity of the questionnaire.

##### ➤ Reliability:

Cronbach's alpha coefficient was used to test the internal consistency (reliability) of the instrument for each construct. The obtained values were as follows:

Constructs	Number of Items	Cronbach's Alpha	Reliability Level
Individual dimension	5	0.842	High
Organizational dimension	5	0.811	High
Technological dimension	5	0.829	High
Creativity	5	0.857	High
Proactivity	5	0.866	Very High
Overall Total	25	0.902	Excellent Instrument Reliability

The researcher prepared the table.

### Interpretation of the Above Table:

The values represent that all constructs in the questionnaire are highly reliable as the Cronbachs Alpha of each of them was above 0.80 which is regarded as a high measure of the reliability of the measurement tool. The overall value (0.902) indicates that the questionnaire is very appropriate to be used in statistical analysis and it is not necessary to drop the items included in the questionnaire.

### 5. Descriptive Analysis of the Questionnaire Constructs

Table 1: Descriptive Analysis of the Individual dimension

Item Number	Item Text	Mean	Standard Deviation	Relative Importance (%)
1	I feel that trust among colleagues encourages me to share knowledge within the organization.	3.96	0.88	79.2%
2	The desire to build a positive professional reputation motivates me to share my knowledge with others.	4.21	0.74	84.2%
3	My good professional relationships help me participate in knowledge sharing.	3.81	0.56	76.2%
4	I am confident in my ability to present knowledge in a useful and effective way.	3.74	0.85	74.8%
5	I consider knowledge sharing an important professional behavior that reflects my experience and competence.	4.12	0.78	82.4%

The researcher prepared the table.

**Interpretation:** According to the results, the individualism among the participants is high because the average scores are high (most of them greater than 4), especially in establishing a positive image of myself as a professional, sharing my knowledge with another person (84.2%) and trust among the colleagues (79.2%). Decent standard deviations show that there is a high level of consensus among respondents.

**Table 2: Descriptive analysis of the organizational dimension structure**

Item Number	Item Text	Mean	Standard Deviation	Relative Importance (%)
1	Leadership within the organization supports and encourages knowledge sharing.	4.10	0.65	82.0%
2	Top management actively promotes an environment that facilitates the exchange of ideas and expertise.	3.97	0.77	79.4%
3	The organizational structure enables collaboration and supports knowledge sharing across employees and different units.	3.88	0.66	77.6%
4	The organizational culture encourages innovation, values employee opinions, and provides constructive feedback.	4.02	0.63	80.4%
5	The organization provides an interactive environment that enables formal and structured communication for knowledge sharing.	3.83	0.74	76.6%

**Interpretation:** The findings showed a positive attitude of the sample group towards the organizational aspect with the relative importance between 76.6% and 82%. The results imply that leaders at Kirkuk University are not afraid of sharing knowledge within the organization, instead, they are responsible and flexible about it.

**Table 3: Descriptive Analysis of the Concept of the Technological Dimension**

Item Number	Item Text	Mean	Standard Deviation	Relative Importance (%)
1	Information and communication technologies in the organization facilitate effective knowledge sharing.	4.11	0.69	82.2%
2	ICT tools help eliminate structural or geographic barriers to knowledge exchange.	4.00	0.62	80.0%
3	The organization uses technology to support collaboration among employees.	3.92	0.74	78.4%
4	Knowledge discovery technologies help identify and extract new knowledge from internal or external sources.	4.06	0.71	81.2%
5	Knowledge mapping systems make it easier to locate and access knowledge sources within the organization.	4.13	0.68	82.6%

**Interpretation:** This model has shown that there is a lot of flexibility to changes in technology because arithmetic means and relative importance show a cognitive flexibility and acceptance among the leaders. The most common two were: Knowledge maps help in making knowledge resources more accessible in the organization (82.6%), and Information and Communication Technologies help in enabling knowledge sharing in the organization (82.2%).

**Table 4: Descriptive Analysis of Creative Structure Construction**

Item Number	Item Text	Mean	Standard Deviation	Relative Importance (%)
1	The organization is capable of effectively generating new ideas, services, and processes.	3.87	0.79	77.4%
2	The organization provides the necessary support to implement new and innovative ideas.	3.74	0.81	74.8%
3	The organization encourages dealing with tasks and challenges in new and creative ways.	3.93	0.69	78.6%
4	Employees strive to go beyond conventional ideas to achieve meaningful and innovative outcomes.	3.82	0.74	76.4%
5	The organization relies on combining diverse and unrelated inputs to produce new ideas or solutions.	4.05	0.72	81.0%

**Interpretation:** The findings suggest that the creativity of the university is rated as acceptable and good with its relative importance being 74.8% to 81.0%. The most rated factor was that the organization relied on the integration of different and unrelated inputs to generate new ideas or solutions which are relative efficient in their implementation.

**Table 5: Descriptive analysis of the proactive structure**

Item Number	Item Text	Mean	Standard Deviation	Relative Importance (%)
1	The management takes proactive actions to address future changes.	4.22	0.66	84.4%
2	The management invests in new opportunities as soon as they arise.	4.10	0.68	82.0%
3	Proactive behavior contributes to improving employee performance.	4.18	0.71	83.6%
4	The management identifies opportunities and takes effective steps to utilize them despite environmental uncertainty.	4.09	0.67	81.8%
5	The management encourages new ideas and creativity.	4.27	0.69	85.4%

**Interpretation:** The program scored the best in all categories and this is a positive indication that leaders have a good sense of the importance of the program. The highest score of (85.4%) was obtained with the item The organization supports new ideas and innovation to enhance its market opportunities, which portrays a true leadership skill of having a quick application and sharing knowledge.

### Correlation Coefficients for the Study Constructs

**Table 6: Pearson Correlation between the Study Constructs**

Constructs	Individual dimension	Organizational dimension	Technological dimension	Creativity	Proactivity
Individual dimension	1.00	0.67	0.64	0.55	0.61
Organizational dimension	0.67	1.00	0.59	0.51	0.65
Technological dimension	0.64	0.59	1.00	0.58	0.63
Creativity	0.55	0.51	0.58	1.00	0.69
Proactivity	0.61	0.65	0.63	0.69	1.00

**Interpretation:**

- All correlation coefficients are positive, indicating direct relationships between the variables.
- The strongest correlation was between creativity and proactivity (0.69), followed by the correlation between organizational dimension and creativity.(0.65)
- The results indicate that knowledge sharing, in its various dimensions, positively impacts the dimensions of entrepreneurial performance.

**7. Hypotheses Testing Results****Table 7: The impact of "individual dimension" on "creativity"**

Independent Variable	Regression Coefficient (B)	Standard Error	t-Value	Significance Level (Sig.)	95% Lower Bound	95% Upper Bound
Individual dimension	0.518	0.099	5.22	0.000	0.320	0.716
Constant	1.011	0.408	2.48	0.016	0.193	1.829

**Interpretation:**

The results indicate that the "individual dimension" is a significant predictor of creativity, as the regression coefficient is positive and significant (B = 0.518, Sig = 0.000). This means that an increase in the individual dimension leads to enhanced creativity, with each unit increase in the individual dimension corresponding to a 0.518 increase in creativity.

**Table 8: The impact of "organizational dimension" on "creativity"**

Independent Variable	Regression Coefficient (B)	Standard Error	t-Value	Significance Level (Sig.)	95% Lower Bound	95% Upper Bound
organizational dimension	0.636	0.089	7.16	0.000	0.457	0.815
Constant	0.693	0.351	1.97	0.053	-0.010	1.397

**Interpretation:**

The results show that the "organizational dimension" is the strongest dimension of knowledge sharing influencing creativity, with a regression coefficient of 0.636 and a high level of statistical significance (Sig = 0.000). This suggests that leaders with high organizational tendencies possess greater creative leadership abilities.

**Table 9: The impact of the "technological dimension" on "creativity"**

<b>Independent Variable</b>	<b>Regression Coefficient (B)</b>	<b>Standard Error</b>	<b>t-Value</b>	<b>Significance Level (Sig.)</b>	<b>95% Lower Bound</b>	<b>95% Upper Bound</b>
<b>technological dimension</b>	0.368	0.104	3.53	0.001	0.159	0.576
Constant	2.117	0.421	5.02	0.000	1.273	2.960

**Interpretation:**

The "technological dimension" is also an important indicator of creativity. The positive coefficient (B = 0.368) and the significance level (Sig = 0.001) indicate that the leader's ability to deal with technology enhances his efficiency in a complex digital environment.

**Chapter Four: Conclusions and Recommendations**

**First: Conclusions**

1. The administrative leaders at Kirkuk University have the high level of knowledge sharing ability, which is expressed in the high level of individual and organizational abilities, positive involvement to technology. This is a sign of an institutional culture that promotes initiative and creativity.
2. The descriptive analysis showed that the rating of creativity was the highest rating in the dimension of entrepreneurial performance and this showed a leadership understanding on the role of creativity in team management and decision making.
3. Pearson correlation tests also revealed that all dimensions of knowledge-sharing were positively and statistically significantly related to entrepreneurial performance. There was the closest relationship between creativity and proactivity (0.69).
4. The results of a simple linear regression revealed that the individual, organizational and technological dimensions had a statistically significant positive influence on creativity with the biggest impact on the same being the organizational dimension.
5. The verification of the main hypothesis on the effect of knowledge-sharing on entrepreneurial performance revealed that the organizational dimension and the technological dimension had a significant positive impact and individual dimension was not significant.

**Second: Recommendations**

1. Increase training on creativity and skill development of leaders including decision-making and encouraging creative thinking.
2. Promote a creative organizational culture by adopting flexible organizational policies which encourages knowledge sharing and rewards the aggressive actions of the individual even when they are not always successful.
3. Enhance knowledge sharing and entrepreneurial performance by conducting combined workshops that will unite leaders and technical experts to develop new and practical initiatives.
4. Innovate technology according to the leading capacity, since the results show that there is a gap between the evaluation of technological infrastructure and innovations.
5. Promote the future research in other educational organizations to determine the generalizability of the findings and gauge the real effect of knowledge sharing on entrepreneurial performance in new settings.

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