

## **The impact of sustainable practices of green knowledge sharing on competitive capabilities: Applied study for a sample of MasterCard workers in Iraq**

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**Abstract :** The current study aims to reveal the role of sustainable practices of green knowledge sharing in their dimensions (pollution elimination, protection of the knowledge environment, sustainable development) in the competitive capabilities of (creative, marketing, financial, managerial, and human capabilities), the study attempts to address a real problem reflected in the role of sustainable practices of green knowledge sharing in the company of master card in Iraq in sustainable capabilities, where researchers distributed (350) questionnaire randomly to a sample of workers in the company of master card in Iraq. The number of forms (328), or 93.71% response rate, analyzed using the advanced statistical software (SPSS.V.28 & Amos.V.26), is a pioneer in its variables, as it addresses crucial variables that highlight how sustainable practices of green knowledge sharing can be used to improve the organization's competitiveness. The study summarized a set of conclusions, the most prominent of which was the focus of the company management on directing employees to commit to constantly examining data to get rid of harmful and useless data, which led to the company's understanding of the importance of considering the use of big data in the development of its internal processes.

**Keywords:** Sustainable practices of green knowledge sharing, competitive capabilities.

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**Introduction:** The orientation toward the customer represents a modern management philosophy that prevails over the work of companies of all kinds and affects the total operations carried out, which makes this customer the determining factor and the basis for the success of the company mainly, especially the service sector. As the gap and the philosophy of the existence of these companies is mainly to serve the community and achieve its tilt and ambitions, so the customer service and understanding of its requirements and needs is ranked first in the priorities of the work of companies, which directs these companies to use sustainable practices of green knowledge sharing in order to improve their competitiveness. Sustainable practices of green knowledge sharing are one of the components of modern management as they help to create competitive excellence at the present time.

The rapid growth in the production of data in terms of size, speed, value, diversity and credibility has made the term sustainable practices of green knowledge sharing modern in most regional, local and international bodies and institutions in tracking methodologies and procedures that can be adopted to benefit from them in the use of sustainable practices of green knowledge sharing in all areas of life. Especially in improving competitiveness, which led to the prevalence of sustainable practices in order to reduce issues that can contradict the objectives of the organization in achieving success and competitive excellence, which called for the use of innovations in the areas of management of sustainable practices for green knowledge sharing, collection and analysis quickly, Assist stakeholders in gaining better knowledge to improve their competitiveness.

Data processed with sustainable knowledge-sharing tools or in the usual ways, such as search engines and computers, are structured, structured and often of a single type and their size is measured in different units. This prompted the need to invest sustainable practices of green knowledge sharing in order to improve the ability to work with the data set of large sizes and direct it in a way that is a benefit to the company Master Card in Iraq as a sample for the current study.

### **part One: Methodology of study**

#### **First, study problem**

The service sector is witnessing intense competition between the organizations operating in it, which is no longer limited to local organizations, but has become the focus of international organizations toward working in Iraq and entering into competition with national organizations owned by the state, and in light of this fierce competition witnessed by the service sector in Iraq, It has become necessary for the Directorate of Agriculture to give high priority to the concepts and improvement of competitiveness.

The success of organizations in all their activities is the result of the efforts of managers and subordinates as a result of the hard work they provide because they are partners in achieving success and supporting their organization, and this requires the presence of workers who are able to manage the organizations and play stimulating roles to work

efficiently and effectively. Sustainable practices of green knowledge sharing have become the philosophy that reflects the practices and roles of managers and subordinates, as they express the competitive capabilities of these managers to develop a clear vision for the management of the organization, through sustainable practices of green knowledge sharing. In this sense, the problem of study arises, which is reflected in the fundamental question "What is the role of sustainable practices of green knowledge sharing in improving the competitiveness of the organization?"

In order to answer the main question, the following sub-questions must be answered:

1. What is the level of sustainable practices of green knowledge sharing (pollution elimination, environmental protection, sustainable development)?
2. What is the level of competitive capabilities within the sample studied in the field of (cost, quality, delivery and flexibility)?
3. How can sustainable practices of green knowledge sharing improve competitiveness?

### **Second.: objectives of study**

In addition to the contribution that the present study makes toward demonstrating how sustainable practices of green knowledge sharing (pollution elimination, environmental protection, sustainable development) can be used to improve competitiveness (cost, quality, delivery and flexibility), it seeks to achieve a number of important objectives:

1. Identify the level of sustainable practices of green knowledge sharing (pollution elimination, environmental protection, sustainable development).
2. The level of competitive capabilities within the sample studied in the field (cost, quality, delivery and flexibility).
3. Identify the extent to which sustainable practices of green knowledge sharing contribute to improving competitiveness.
4. Measure the strength of the correlation and impact between sustainable practices of green knowledge sharing and competitive capabilities.

### **Third: importance of study**

1. Defining the studied sample of the necessity and importance of sustainable practices of green knowledge sharing, and the competitive capabilities within the sample
2. Promoting and improving the status and reputation of this sample by improving its competitive capabilities.
3. Improving the ability of the studied sample to invest its capabilities in order to improve its competitive capabilities.

### **Fourth: hypothetical plan of study**

After addressing the problem, objectives and importance of study and in the light of what has been explained toward the results of previous studies, the hypothetical outline of study was prepared, see Figure (1), which contributes to the nature and type of relationship between the variables included in study, as follows:

1. **Independent variable: Sustainable practices of green knowledge sharing:** This variable has been measured in five dimensions (pollution elimination, environmental protection, and sustainable development) based on a scale (Chang & Hung, 2021).
2. **Dependent variable:** Including **competitiveness**, this variable is measured in four dimensions (Innovative capability, Marketing capability, Financial capability, Managerial capability, Managerial capability) based on a scale (Al-Zaidi et al., 2022).

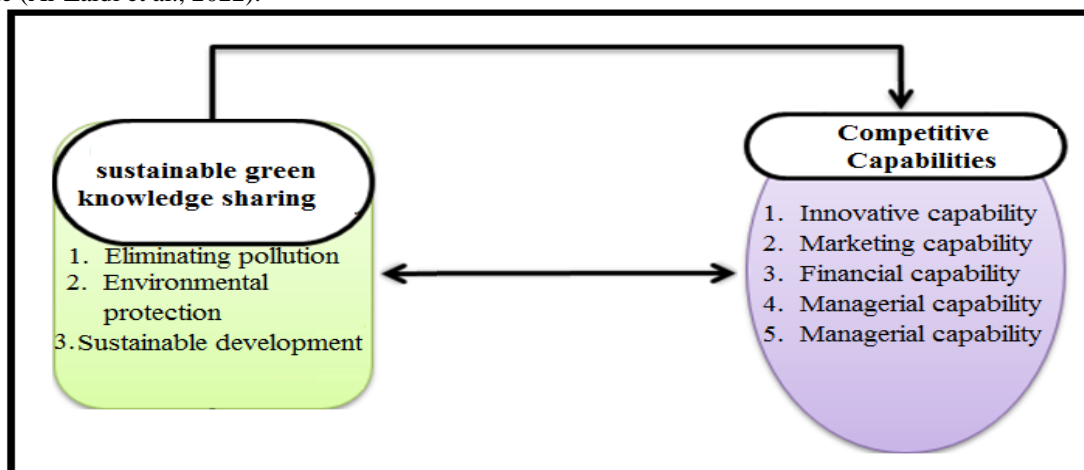


Figure (1) the hypothetical model of study

**Source:** Number of researchers

**Fifth: study hypothesis**

**The first major hypothesis is** that there is a statistically significant correlation between sustainable practices of green knowledge sharing and competitiveness, and this hypothesis has a set of sub-hypotheses.

**The second key hypothesis is** that increasing the impact of sustainable practices of green knowledge sharing contributes to improving competitiveness, and this hypothesis has a set of sub-hypotheses.

**Sixth: Community and sample study**

Study community was represented in the MasterCard companies in Iraq, while the sample included the employees of the MasterCard company in Iraq, the researchers distributed (350) questionnaire form randomly to a sample of employees of the company MasterCard in Iraq, and the number of forms valid for analysis (328), a response rate of (93.71%).

**part two: The theoretical side**

**First: green knowledge sharing**

**1. The concept of green knowledge sharing**

Nowadays, organizations focus heavily on knowledge sharing, which is an essential part of knowledge management, as knowledge sharing refers to the exchange of information between workers or communities. As for knowledge sharing in organizations, it is related to the sharing of ideas, suggestions, experiences, experiences and skills by employees, so the sharing of knowledge in any organization is simply the way in which the organization provides knowledge to its employees, through the exchange of their implicit and explicit knowledge to create new knowledge. Knowledge sharing is therefore an important human behavior that organizations need to gain a competitive position in the new knowledge-based economy where when workers join organizations, they bring with them the behaviors gained from experiences that either enhance or prevent effective knowledge sharing. Knowledge leaders need to take a holistic and integrated approach to developing human performance in organizations to change their organizations to reach outstanding performance to keep up with the new knowledge-intensive world (Kazem, 2021:28).

Knowledge sharing occurs at both the operational and organizational levels. At the worker level, knowledge sharing occurs through employees sharing that knowledge and helping each other accomplish something better, faster, or more efficiently (Abbas et al.,2022). It is the capture, organization, reuse, and transfer of experience-based knowledge within the organization and make this knowledge available to others at work. So it can be said that knowledge sharing at the organizational level is a culture of social interaction, which involves sharing the knowledge, experiences and skills of the worker through the management or the entire organization. Knowledge sharing consists of a set of common agreements related to providing workers with access to relevant information and building and using knowledge networks within organizations (Connelly&Kelloway, 2003:298), in other words, the concept of knowledge sharing is one of the most pioneering philosophical and intellectual concepts that has captured the wide interest of researchers. Table (1) shows the outcome of what is available for a range of researchers' views on the concept of knowledge sharing.

**Table (1) the concept of knowledge sharing according to the views of the researchers**

NO.	Researcher	Concept
1	Cuerva et al., 2014:105	The potential that the organization uses to promote creativity and participation among its employees.
2	Lin&Chen, 2017:1663	The extent to which green knowledge is shared by employees of organizations to improve organizational environmental performance
3	Ali et al.,2019:62	The outcome of the organization's investment of its working energies to implement the transformative process of internal and external environmental knowledge to reach safety to gain green creative potential.
4	Qadeer& Nauman,2021:108	The extent to which an organization can share knowledge, access the best technology and use the resources that sustain its business operations and expand into competitive markets.
5	Ma et al.,2022:4	The complementary skills and knowledge of employees of an organization through which knowledge can be shared and shared in order to maintain organizational capabilities
6	Wang et al., 2022:182	A mechanism to encourage workers to contribute to knowledge sharing and the search for new green knowledge.
7	Biwott, 2022:2	A vital tool in the modern knowledge economy for organizations to achieve sustainable long-term success.

**From the above, the researcher believes that green knowledge sharing is** a synthesis of the transfer and exchange of green knowledge among the employees of the organization in order to improve the possibilities of the organization in investing resources and discover new mechanisms for the development of its products.

## 2. Sustainable practices of green knowledge sharing

Green knowledge sharing can be measured by three sustainable practices (Chang & Hung, 2021):

a. **The elimination of pollution (pollution)**: Improving environmental awareness and sensitivity helps workers to live in a healthier and safer environment, which is only possible by increasing qualified workers receiving environmental education (Cetin&Nisanci, 2010:1830), so in order to raise the level of environmental awareness among workers, environmental education applications must be introduced into their work (Simsekli, 2015:223).

b. **Environmental protection (environmental protection)**: The environmental trend of the consumer is related to the environmental knowledge he possesses toward the left issues about the environment and preservation, environmental knowledge is different and can be described depending on the extent of knowledge of the environmental problems that exist today (Al-Bakri & Ismail, 2016:67). (Al-Sakani, 2015:48) argues that environmental knowledge is concerned with knowledge, concepts, and associated environmental problems, and efficiently confront environmental problems. Kaufmann et al., 2012:52) showed that environmental knowledge represents general knowledge about facts, concepts and relationships concerning the natural environment and prominent ecosystems.

c. **Sustainable Development** (sustainable development): Business sustainability improves an organization’s ability to use advertising and other communications to build and maintain a high level of environmental awareness and to attract sufficient attention to a percentage of people. The declaration may include indirect learning by portraying workers who look like people from the target group who enjoy and benefit from their experience of environmental conservation in order to use safe products. The idea behind indirect learning is that it is cost-free to the extent that one can observe and copy the behavior of others, if that is seen to have been successfully enhanced – or alternatively one can avoid what one does if one notices negative consequences (Abbas, 2021:45).

## Second: competitive capabilities

### 1. The concept of competitive capabilities

Competitive capabilities reflect the ability of the organization to build a position in the market and increase the perceived value of its products by its customers in order to achieve their satisfaction, they represent the dimensions that the production system of any organization must possess in order to strengthen the requirements of the markets that the organization seeks to compete, Competitive capabilities are defined as the set of quality, flexibility, creativity and time that is relevant to the underlying foundations and lead to the development of permanent sets of capabilities, and capabilities play a key role in determining the capabilities selected in the organization (Al-Faouri, 2019:32). From the above, the researcher believes that the development of a comprehensive definition of the concept of competitive capabilities is very difficult because there is no inventory and agreement between researchers on one concept, and therefore table (2) shows the outcome of what is available to a group of views of researchers toward the concept of competitive capabilities.

**Table (2) the concept of competitive capabilities according to the views of the researchers**

NO.	Researcher	Concept
1	Al-jawazneh& Awawdeh,2016:126	The ability of a business organization to produce the right goods and services of good quality, at the right price and at the right time.
2	Sadq et al., 2018:53	The ability of an organization to formulate and implement its policies to improve its attitudes against competition organizations
3	Sadq et al.,2019:5	The ability of an organization to undertake a particular activity or set of activities that contributes to improving the capabilities, skills and knowledge of the functional staff of that organization
4	Hossain, & Islam, 2019:3	The extent to which the organization can achieve high efficiency in service delivery and generate value for it
5	Hutton& Eldridge,2019:3	An outcome to align the organization’s capabilities and priorities in order to build its strategies and achieve competitive advantage through cost, quality, delivery and flexibility.
6	Falahat et al.,2021:2	The capabilities necessary to establish and maintain their competitive advantage in the target market to promote their products or services
7	Al-Zaidi et al.,2022:28	Organizations with unique capabilities are not available to their competitors

Based on the above, the researcher believes that competitive capabilities represent a combination of capabilities and precedents aimed at improving the ability of the organization to formulate its strategies using cost, quality, flexibility and time in order to improve its internal processes and achieve performance and organizational success.

### 2. Elements of competitive capabilities

The elements of competitive capabilities can be determined by agreement of a number of researchers, namely (Al-Zaidi et al. 2022; Hutton& Eldridge,2019):

a. **Cost** : Cost-effectiveness refers to the ability of educated organizations to provide products and services at the lowest possible cost, it is a critical factor in determining the competitive position of most organizations, cost is an important competitive tool if implemented well, as organizations cannot set competitive prices without constant control of costs (Al-Jubouri, 2005:22).

b. **Quality**: Quality is the first area of high performance evaluation that includes strong characteristics and stronger durability, the second area conforming to quality specifications , and is one of the factors of customer retention, and then achieve competition with other competitors, so the organization must focus on strategic consideration in product quality through continuous improvements to keep pace with future needs (Newwa&Maryam, 2018:48).

c. **Delivery**: Delivery is seen as the total delivery time required by the activity from start to finish, as organizations can consider the delivery factor to compete with each other (Abou-Moghliet al, 2012: 4).

d. **Flexibility**: The dimension of flexibility represents the adaptability to the variables in the product mix, production volume and product design, and there are two different perspectives on flexibility, and the basis of marketing management lies in the diversification of the products you offer to customers. Operations management tries to constrain this trend as diversification confuses stability, efficiency and cost-effectiveness of the production system, including flexibility to produce a wide range of products and introduce new products, quickly modify existing products, and respond to customer needs (Saadia&Abdel-Razzak, 2020:411).

### Part three: The practical side

#### The first: Coding and characterization

This paragraph is concerned with two variables (sustainable practices of green knowledge sharing, and competitiveness) by expressing them with a set of symbols aimed at providing the exact meaning of the interpretation of the data and building a clear perception in the reader about the symbols used in the analysis, and perhaps table (3) more clearly indicates the coding and characterization of study variables.

**Table (3) Coding and characterization of the variables under study**

variable	dimensions	NO.	Cod
sustainable green knowledge sharing	eliminating pollution	5	SGKEL <sub>1</sub> - SGKEL <sub>5</sub>
	environmental protection	5	SGKEN <sub>1</sub> - SGKEN <sub>5</sub>
	sustainable development	5	SGKSU <sub>1</sub> - SGKSU <sub>5</sub>
Competitive Capabilities	Innovative capability	3	CCIN <sub>1</sub> - CCIN <sub>3</sub>
	Marketing capability	4	CCMA <sub>1</sub> - CCMA <sub>4</sub>
	Financial capability	6	CCFI <sub>1</sub> - CCFI <sub>6</sub>
	Managerial capability	3	CCMN <sub>1</sub> - CCMN <sub>3</sub>
	Managerial capability	4	CCHU <sub>1</sub> - CCHU <sub>4</sub>

#### Second: natural distribution test

Note from the results of table (4) that the data for study variables follow the normal distribution and have taken a linear path in its spread, which means that the form of distribution of the company data is almost similar to the normal distribution and does not suffer from the condition of non-twinkling. This leads us to accept the assumption that the data of study variables are drawn from a society whose data follow the normal distribution

**Table (4) Test the normal distribution of study variables**

variable	dimensions	NO.	(Kol-Smi)	(Sig.)
sustainable green knowledge sharing	eliminating pollution	5	3.003	2.905
	environmental protection	5	2.955	
	sustainable development	5	3.454	
Competitive Capabilities	Innovative capability	3	3.557	4.074
	Marketing capability	4	3.205	
	Financial capability	6	4.047	
	Managerial capability	3	4.488	
	Managerial capability	4	3.182	

#### Third: describe study variables

##### 1. Describe sustainable practices of knowledge sharing

Notes from the results reviewed in table (5) that the sustainable practices variable for green knowledge sharing obtained the agreement of a number of individuals of the studied company with a moderate arithmetic average of

(3.36), Of relative importance (67%) and a standard deviation (0.24) to indicate the consensus of the employees of the studied company on the transfer and exchange of knowledge in a way that ensures the investment of resources and the discovery of new mechanisms to develop its services, The sample responses showed that the level of interest in improving its capabilities in knowledge of facts, concepts and relationships of the specialization of the work environment to contribute to its preservation is due to the possession after the protection of the knowledge environment on the first place with an average arithmetic (3.43) and a standard deviation equal to (0.24), which means the interest of the company studied comprehensive planning to maintain aspects Development has a focus on the social, economic and financial aspects to achieve the company's community goals, and this has received a relative interest (69%), and after sustainable development received a calculation center (3.24) indicating the agreement of the company studied toward the importance of improving its capabilities by (65%).

**Table (5) presents, analyzes and interprets the changing sustainable practices of green knowledge sharing**

dimensions	mean	And S.D	%	order of importance
eliminating pollution	3.40	0.34	68%	2
environmental protection	3.43	0.24	69%	1
sustainable development	3.24	0.27	65%	3
<b>mean of sustainable green knowledge sharing</b>				
mean	3.36		And S.D	0.24
%				
67%				

## 2. Description of competitive capabilities

The results reviewed in table (6) show that the competitive capabilities variable obtained the agreement of a number of the members of the studied company with a high arithmetic average of (3.38), Of good relative importance (68%) and standard deviation (0.29) to indicate the consensus of the employees of the studied company to improve the ability of the organization to formulate its strategies using cost, quality, flexibility and time in order to improve its internal processes and achieve performance and organizational success, The results showed that the level of interest of the employees of the studied company toward the use of high management and marketing skills to manage its internal tasks, It is due to the possession of after management capabilities on the first place with an average arithmetic (3.45) and a standard deviation equal to (0.47), which means the focus of the company studied to maximize its ability to adapt to the culture of the society in which it works, and this has received a relative interest of (69%), After the marketing capabilities, he also obtained an arithmetic mean of (3.30), indicating the agreement of the company considered toward the importance of improving its capabilities by (66%).

**Table (6) Presentation, analysis and interpretation of the variable competitiveness**

dimensions	mean	And S.D	%	order of importance
Innovative capability	3.38	0.36	68%	3
Marketing capability	3.30	0.27	66%	5
Financial capability	3.37	0.20	67%	4
Managerial capability	3.45	0.47	69%	1
Managerial capability	3.39	0.40	68%	2
<b>mean of Competitive Capabilities</b>				
mean	3.38		And S.D	0.29
%				
68%				

### Fourth: test the assumptions

**The first major hypothesis is that there is a significant correlation between sustainable practices of green knowledge sharing and competitive capabilities.**

The findings in table (7) show a statistically significant correlation between sustainable green knowledge sharing practices and competitive capabilities (0.957) and at a moral level (0.01), meaning that sustainable practices of green knowledge sharing are governed by a strong relationship toward competitive capabilities.

**Table (7) the relationship between sustainable practices of green knowledge sharing and competitiveness**

R	eliminating pollution	environmental protection	sustainable development	sustainable green knowledge sharing
<b>Innovative capability</b>				
R	.883**	.902**	.915**	.930**
<b>Marketing capability</b>				
R	.890**	.910**	.922**	.937**

Financial capability				
R	.889**	.884**	.899**	.921**
Managerial capability				
R	.889**	.873**	.816**	.889**
Managerial capability				
R	.925**	.935**	.886**	.946**
Competitive Capabilities				
R	.927**	.933**	.917**	.957**

\*\* . Correlation is significant at the 0.01 level (2-tailed).

**The second key hypothesis:** There is a significant impact relationship for sustainable practices of green knowledge sharing in competitive capabilities.

The results of table (8) and the data reviewed in figure (2) show a significant impact of sustainable practices of green knowledge sharing on competitiveness. Increasing the sustainable practices of green knowledge sharing by one unit leads to an improvement in competitiveness by (0.645) and by a standard error ratio equal to (0.151) and a critical value of (4.272), which means that the studied company recognizes the importance of enhancing competitiveness by investing the capabilities of the company to eliminate pollution. Protection of the knowledge environment and sustainable development.

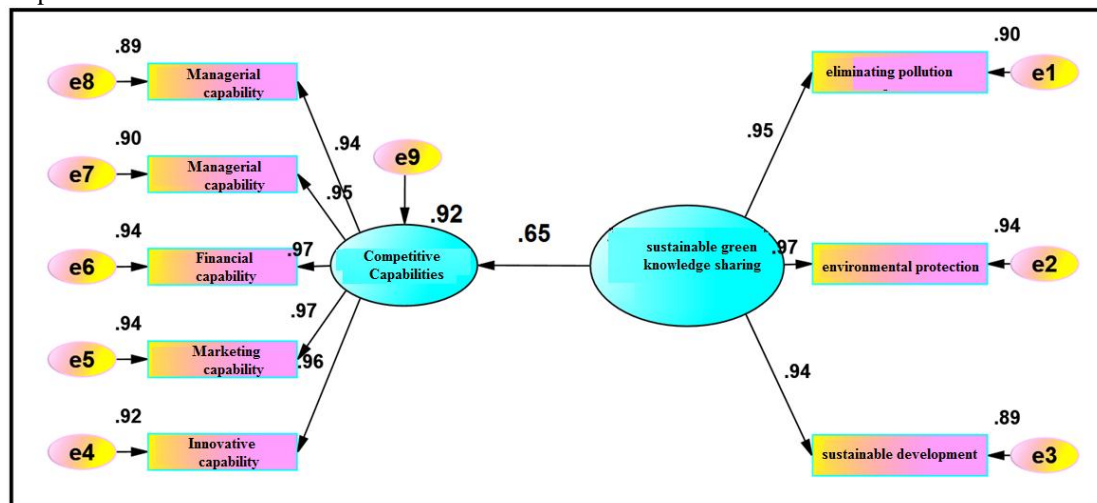


Figure (2) Standard Model for the impact of Sustainable Practices for Green knowledge sharing on competitiveness Sustainable practices of green knowledge sharing have also contributed to explaining (0.915) the amount of variation in competitiveness, while the remaining value lies outside study’s boundaries.

**Table (8) Results of the analysis of the impact of sustainable practices of green knowledge sharing on competitiveness**

path		S.W	S.E.	C.R.	R2	(P)	
sustainable green knowledge sharing	<---	Competitive Capabilities	0.645	0.151	4.272	0.915	0.001

#### part Four: Conclusions and recommendations

##### First: Conclusions

1. The results showed that the company is concerned with the credibility of the data obtained from its customers and focuses on the quality of the data, which means the company understands the importance of focusing on processing data with high credibility and consistency.
2. The results showed that the level of interest of the employees of the company studied and the keenness on the credibility and quality of high data, which means the company is interested in developing its huge technical

capabilities in order to get rid of uncertainty and mistrust and improve the credibility of customers by the company to keep their data confidential.

3. The company's employees' answers showed that the company encourages employees to protect the working environment by cooperating with it by adhering to the principles necessary to protect the working environment.

4. The management of the company is keen to invest part of its potential in the field of research and development, through the company's awareness of the importance of developing its ability to invest technology in its operations to the fullest extent, as well as focusing the management of the company on the ability to obtain funding by focusing on increasing financial reserves through self-financing.

5. The answers showed the consensus of the employees of the studied company to improve the ability of the organization to formulate its strategies using cost, quality, flexibility and time in order to improve its internal operations and achieve performance and organizational success, and the results showed that the level of interest of the employees of the studied company toward the use of high management and marketing skills to manage its internal tasks.

### **Second: Recommendations**

1. The studied company must realize the importance of focusing on making deterrent decisions to direct workers to protect the work environment, which requires the studied company to realize the importance of focusing on notifying employees of the value of their knowledge participation and striving to achieve sustainable development for the company

2. The need for the studied company to build positive relationships with employees and ensure the sustainability of this relationship well, which requires agreement of the opinions of employees in the studied company to transfer and exchange knowledge in a way that guarantees investment of resources and discovery of new mechanisms to develop its services, which requires attention to improve its capabilities in knowing facts, concepts and relationships Allocate the work environment to contribute to its preservation.

3. The need for the studied company to pay attention to comprehensive planning to preserve its development aspects, which requires focusing on the social, economic and financial aspects to achieve the company's societal goals.

4. The need for the studied company to be interested in distributing its services well by taking advantage of the valuable suggestions provided by the employees, which requires focusing on a high level of scientific and technological information.

5. The need for the company to focus on building high administrative and marketing skills, which requires the studied company to realize the importance of focusing on adapting to the culture of the society in which it operates, which requires the studied company to focus on maximizing its ability to adapt to the culture of the society in which it operates.

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