

## **The Impact of Job Satisfaction in Achieving Strategic Agility through the Mediating Role of Knowledge Sharing**

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### **Abstract**

The main objective of this research is to identify the role of job satisfaction in influencing strategic agility through knowledge sharing. The researcher used the descriptive as well as the analytical approach in the completion of this research by collecting data by means of the questionnaire as the main tool on a sample of the General Company for Food Industries' employees, whose number reached (76) individuals. Moreover, some statistical methods were employed to process the data; including the arithmetic mean, Standard deviation, simple linear correlation coefficient (Pearson), simple linear regression, and the median variable test. It was represented that there is a significant and essential impact of job satisfaction in influencing strategic agility in the presence of active knowledge sharing. The outcome of this research can provide important information regarding how concern for the level of job satisfaction affects the creation of strategic lightness that will help enhance and increase the production flexibility of the General Company for Food Industries through knowledge-sharing processes that will contribute to increasing the skills of employees. It will also clarify the prominent role that the company can contribute to activating the private sector.

### **Keywords**

Job Satisfaction, Satisfaction, Knowledge Sharing, Knowledge, Strategic Agility.

## **Introduction**

Today, the world is not in a state of intense competition only, but a struggle for survival. For business organizations, staying in the markets and obtaining a market share represents the focus of the conflict, and since the human resource at all levels in the organization is the main driver for all business, including to the strategic, and the most important of this resource's ability to Maintaining the survival of the organization in the field of competition through its knowledge, wherever this resource is satisfied with its job, every effort is made to be the organization in which it works at the forefront of competition where it has a flexible, fast and proactive strategic movement, and based on this concept our research came to address (the impact of Job satisfaction in achieving strategic agility based on knowledge sharing). The State Company for Food Industries was chosen for its important industrial role and also for the size of the competition in which it lives and which leads it to the necessity of having a strategic agility that does not come without the job satisfaction of its employees and the sharing of knowledge. Thus, the main problem with the research lies in the following question:(Is there a role for job satisfaction in achieving strategic agility based on knowledge sharing)Consequently, the previous starting points made the researchers try to measure this effect in the General Company for Food Industries by dismantling the problem by connecting the research entrance and its introductory framework represented by the first section, setting the philosophical foundations for job satisfaction, sharing knowledge and strategic agility in the second section. The new theory in the third section, leading to the conclusions in the fourth section.

## **The Concept of Job Satisfaction**

Truly, many attempts have been made mainly to define a specific meaning of job satisfaction, among them it was defined as the outcome of the feelings that an individual had towards his work, and this outcome consisted of a set of sub-factors of satisfaction (such as satisfaction with pay, with promotions, satisfaction with supervision, satisfaction with returns, satisfaction with Rewards, satisfaction with work procedures, satisfaction with work itself, satisfaction with communication within the organization, ... etc.) (Judge et al, 2002) From another point of view, the concept of job satisfaction is rightly defined as the positive emotional state that results from an individual's evaluation of his job or something. He gets it from that job (Larson et al, 1984).

Through the aforementioned definition, we notice that job satisfaction has been linked to the individual's evaluation of his job and the positive evaluation exclusively, while he did

not mention what are the factors that an individual can see as positive in his job. Job satisfaction is also seen as a group of concerns with psychological, material, and environmental conditions that contribute to creating the situation in which the individual is satisfied (Aziri, 2011).

(Mishra, 2013) referred to job satisfaction as a general attitude linked to three main dimensions, which are work-specific factors, individual characteristics, and work-group relations, and outside work.

(Wright, 2006) linked job satisfaction to the position, as he defined it as an emotional state of happiness or positive feeling resulting from the individual's evaluation of the various resources that are related to his perception of the position he occupies. His satisfaction with this position and his attachment to it increases.

Many researchers, specialists, and thinkers have sought to give job satisfaction a great importance in the fields of studying organizational behavior in various humanitarian organizations because it constitutes of fundamental importance in: (Wright, 2006).

- a. Providing the higher management of the organization with the concepts, ideas, and opinions associated with the degree of employee satisfaction in order to improve their attitude towards increasing loyalty and belonging to the organization.
- b. The relentless pursuit of improving wages, salaries, supervision, and increasing training requirements for them in order to improve and develop the individual and collective skills of workers.
- c. Striving to develop capabilities to achieve the organization's goals and to give workers great importance in various fields of work.
- d. Helping management, managers, and supervisors to design an appropriate work environment as well as an effective and incentive system that effectively helps to preserve individuals. It also keeps them in the field of work in addition to increasing their effectiveness as well as job performance, as individuals are the most important resources owned by business organizations.

The multiplicity of writers and researchers who dealt with the dimensions concerning job satisfaction, some of them emphasized that these dimensions are satisfaction with pay, with promotions, with supervision, with returns, satisfaction with work procedures, satisfaction with work itself, satisfaction with communication within the organization, and satisfaction with relationships with co-workers. (Judge et al, 2002).

While (Rernard, 1993) considered that the job satisfaction's dimensions are as follows: satisfaction with pay, with job content, with opportunities for promotion, with supervision, with the workgroup, and satisfaction with working conditions. While (Mishra, 2013) added another dimension, which is after the guarantee and terms of work. Through the previous presentation of these intellectual propositions, we find that most of them agreed that the dimensions of job satisfaction are:

1. **Wage:** Wage does not represent the source of satisfying minimum needs, and its availability does not cause satisfaction or happiness, but only prevents feelings of resentment from taking hold of the individual, and the content of this saying is that the wage does not represent an important element of satisfaction in a society in which workers have a wage level that provides them with the basic needs for living.
2. **Job Content: In this context,** many researchers have ultimately concluded that work content is regarded as the main factor for happiness at work. Rather, it may be important to the extent of viewing it as the only factor for some workers to include several variables which are related to the content of the work, the diversity's degree of work tasks, the self-control's degree which is available to the individual, along with the individual's ultimate use of his capabilities
3. **Promotion Opportunities:** The more the employee feels that what he is doing is deserving thanks and ultimate appreciation as well as that he must, and will ultimately get, a promotion that really and effectively enables him to improve his position, the more he becomes really satisfied with his work and thus his efficiency at work increases.
4. **Style of Supervision:** Whereas to the extent that the manager is sensitive to the needs and feelings of his subordinates, this helps him in gaining their loyalty and satisfaction, the means of gratification and incentives under his control increase the effect of the manager's behavior on their job satisfaction. And achieving job satisfaction, as for the manager who delegates these broad freedoms to individuals who prefer limited responsibility with low capabilities, he creates confusion and tension among his subordinates and thus raises their resentment towards work.

### **Strategic Agility**

Today's business environment is characterized by change and instability, due to globalization, technological innovation, reduced product life cycles, and changing customer needs, as it changes rapidly, is difficult to predict and more complex than in the past. So there has become a great importance to focus on strategic agility that has begun to attract researchers and organizations in recent years and that need to successfully

monitor and predict the course of the business environment in order to adapt to it. (Khoshnood & Nematizadeh, 2017) Strategic agility refers to learning the way of how to make turns fast as well as the ability to transform and, in a sense, renew the company without any recorded losses. Ultimately, this will actually result in the ability to bring about and produce the right needed products and services, in the right place, at the right time, and even at the right price, for the right customers, allowing the company to "realize early, make decisions quickly, and hit hard and fast." (Santala, 2009).

Doz & Kosonen (2008) emphasized the importance and significance of strategic agility, explaining in detail how organizations should be able to reinvent themselves and survive and meet strategic needs to face vital competition, and the ability to be flexible in the face of new developments, continuing to adjust the strategic direction of the organization. And developing innovative ways of creating value. As for (Morgan& Page, 2008), the key to the success of organizations in a rapidly changing environment is absolutely strategic agility. It is represented in the ability to provide support, and in some cases sudden change, taking advantage of the opportunities available in the changing market. Its importance also comes through its ability to adapt and respond to the changes that work to give the organization agility in front of external developments in addition to giving the organization (diversity and speed) as diversity ensures that the organization has a wide range of procedures applicable to face various environmental pressures, as for speed, it gives The ability of the organization and its ability to meet the needs of change in the environment indicates the great speed that means the least time required for a particular action. (ROCA-PUIG et al, 2015). The dimensions of strategic agility are:

- 1. The ability to exploit opportunities:** They are the areas or events that are likely to happen currently or independently in the market that the organization can invest in to achieve its marketing objectives by adopting an effective plan, and marketing opportunities are often measured by the achieved cash return or market share (Cravens & Nigal, 2006).
- 2. Flexibility and speed:** Resilience has become a major requirement for organizations as they live in environments characterized by dynamism, turmoil, and rapid changes. And with it comes the difficulty of predicting the future, along with the possible consequences of the actions which are taken to respond to the changes, especially when it comes to survival for the sake of success, and what is characterized in this environment are flexible organizations through their ability to change themselves in the appropriate way (Skeibrok and Svensson, 2016) In general, flexibility and speed refer to the ability of the organization to continuously change its policies, its practices or, in a sense, its procedures so quickly and easily so as to adapt to the

diverse as well as changing demands of the surrounding environment (Verdú-Jover et al., 2006).

- 3. Adaptation to the environment:** Adaptation is defined as the ability of any organization to effectively respond to unexpected change. (Eppink, 1978) Adaptation to the environment can also be defined as a change by the organization in response to external changes. That is, it is reconfiguring the internal as well as external competencies to rapidly address the changing surrounding environments, the ability to integrate, and build, as shown by (Teece et al, 1997).

### **Knowledge Sharing**

We live today in the age of knowledge, the age in which the possession of knowledge for countries is an important addition to their economic sphere, as knowledge in this age is absolutely an important economic commodity, within any country's economy, seeking to develop and advance its economic field, and knowledge in the twenty-first century plays a fundamental role in supporting the economy of countries and upgrading it, and it is considered a major factor in crystallizing the work of any institution, and the rapid technological advancement has ultimately brought about the increase of knowledge as well as its transformation into a stand-alone discipline that has its own literature, so knowledge has become a human function that really requires administrative leaders who are expected to focus on the methods of their use and employment and to identify the mechanisms that help expression And motivating towards sharing it, deepening the process of transferring it and applying it, and encouraging the flow of information movement in such a way that ultimately supports the generation of new knowledge in a motivational atmosphere, mainly to contribute to changing the behavior of the institution in a way that enhances the culture of cooperation, trust and responsibility (Ipe, 2003).

The concept of Knowledge sharing is really one of the most important topics that must be addressed and has a role in sustaining and revitalizing the organization's effectiveness. Knowledge sharing is based on exchanging skills, knowledge and experiences between workers to create competitive advantages, and it works to improve employee performance. It is considered a group of activities that include knowledge exchanges between organizational units, as well as It is a process that aims to convert knowledge into applicable forms and circulation among workers, and thus benefit from this knowledge, and the process of knowledge sharing is divided into two parts: the sharing of formal knowledge, which believes that knowledge can be stored, collected and retrieved, and the sharing of informal knowledge that considers that knowledge is implicit and gathered.

Through social interaction processes wholly owned by individuals within organizations (Ackerman, 2000)

(Law & Ngai, 2008) (Santos et al, 2012) viewed knowledge sharing as the process of transferring and transferring knowledge (skills, experiences, concepts) from one individual to another in the organization, and was defined as the adopted behavior to spread the acquired knowledge among other individuals. To achieve the added value of knowledge (Ryu et al, 2003) and agree with him (Zwain et al, 2011).

In sum, knowledge sharing can rightly be defined as a process of communication between two or more participants so that they are included in the process of knowledge transfer, this process includes a stock of knowledge available to the source of knowledge and through the interpretation of communications by one or more of the knowledge forum, the outputs of this process represent the creation of knowledge new. The following is a presentation of what the researchers mentioned the importance of sharing knowledge.

- a. The process of sharing knowledge actually helps front-line employees mainly to improve their ability to make decisions (Manaf & Marzuki, 2009).
- b. Knowledge sharing achieves and maintains the competitive advantage of the organization (Ozbebek & Toplu, 2011).
- c. Knowledge sharing contributes to raising production efficiency, quality, innovation, thus effectively developing the organization's performance, improving the process of decision-making, and, more importantly, improving operations (Mehrabani & Mohamad, 2011).
- d. The application of knowledge sharing leads to the activation of innovation, production processes, organizational design, and product quality (Jain et al, 2008).
- e. The organization employs the knowledge sharing's results as a teaching method, through which it hopefully seeks to develop the efficiency of its employees (Purwanti et al, 2008).
- f. Knowledge sharing has become important at the level of strategic management, as knowledge has become the strategic resource for the organization and a source for value creation (Cuammings, 2003).
- g. Knowledge sharing at the individual level is of great importance for the organization because the individual is considered a source of organizational knowledge, as he is the one who performs daily activities and is responsible for creating new knowledge (Assefa, 2010).

A number of writers and researchers have dealt with the dimensions of knowledge sharing, and among the researchers who mentioned the dimensions of knowledge sharing is (Lang, 2001), as he mentioned it as including knowledge exchange, social interaction, and knowledge transfer.

1. **Knowledge exchange:** The process of knowledge exchange is the primary means by which individuals contribute to generating and implementing ideas, as the exchange of knowledge between workers and across organizational boundaries can exploit existing knowledge resources as well as explore creative potentials and the degree of organizational control is one of the most important structural factors that affect the exchange of knowledge between individuals. , Since independence enables workers to freely search for new knowledge and innovation methods, and helps in dealing with problems of external adaptation and internal integration, and how to participate and learn procedures for new members.
2. **Social interaction:** Social interaction mainly denotes a process by which tacit knowledge is ultimately created and then it is transferred from one person to another through the following: practice, imitation, guidance, or observation. Yun & Lee believes that the process of active as well as effective knowledge sharing actually requires frequent contacts along with close interactions with members of the organization to exchange tacit knowledge that It is objective, embedded in the local context, and relies on personal experiences that are difficult to share across personal and organizational boundaries, and this is done through a process of social interaction that helps in sharing active knowledge among workers and accessing the tacit knowledge of co-workers, clients and others across organizational boundaries as well as enabling them to create innovative solutions by combining diverse ideas and ideas gained through intense social interactions and promoting the creative ideas' successful implementation, all of which are positively correlated with the functional dysfunction of workers.
3. **Knowledge Transfer:** Knowledge transfer is an integral part of the life of the organization, and among the things that organizations are keen to transfer experiences, and lessons learned, and the ability to extensive knowledge of many things, we must not lose sight of making knowledge available is not a transfer of knowledge but rather containment, and the goal is Facilitating knowledge sharing, cooperation and utilization of electronic networks. Knowledge transfer is accomplished directly through group work, communication and learning through work, meeting face to face, or by including any knowledge of procedures,



monitoring and exchange of documents, as knowledge is transferred from its various stores, i.e. their locations, among the individuals themselves.

## **Research Methodology**

The result of accelerating environmental, technological changes has made competition intense between the current and new competitors, therefore, the organization confront several threats and obstacles to achieve their goals, which required excellence in flexibility and agility to confront these challenges. The agility that differentiates the organization from other organizations, must come through the strength of the organization in the way of dealing with the changing conditions, which required efficient and effective human resources. That human resources should have a high level of job satisfaction to implement work requirements. job satisfaction will give the organization a high ability to achieve its goals, and this job satisfaction will motivate employees to share knowledge, which plays an active role in knowing environmental changes and how to deal with them, So from this point, the idea of research came, and its attempt to answer the main question which is: what is the impact of job satisfaction in achieving strategic agility based on knowledge sharing. The importance of research is:

1. The research focuses on measuring the nature of variables (job satisfaction, strategic agility, knowledge sharing) in the State Company for Food Products.
2. Enriching administrative thought along with opening new horizons mainly for scientific research, through achieving a state of complementarity between the fields of strategic management and organization theory.
3. The current research is a scientific and applied contribution to identify the level of the impact of the research variables (job satisfaction and knowledge sharing) on the strategic agility in the researched company.
4. The importance of field research is absolutely evident in his choice of the industrial sector, which is one of the most important sectors in the country. This is due to the fact that it provides services of important economic and social value to citizens and the country, simply by analyzing as well as interpreting data with a variety of statistical methods.
5. The importance of this research also lies in its attempt to provide a database that can be used in the General Company for Food Products in order to face current and future changes, and to update and develop its methods of work, so as to ensure its effectiveness in achieving strategic agility through job satisfaction and knowledge sharing.

To achieve the aims of the research, three hypotheses were formulated to clarify the nature of the existing relationships between the search variables. In this respect, we set out the following:

1. The first main hypothesis: (There is a significant effect of the dimensions of job satisfaction on the strategic agility).
2. The second main hypothesis: ‘There is a significant impact of the dimensions of knowledge sharing on the strategic agility’.
3. The third main hypothesis: (There is a significant impact of job satisfaction in strategic agility through knowledge sharing).

## **The Practical Side**

### **1. The Internal Consistency Test’s Results**

In this context, the stability test or the internal consistency test’s result stemmed from the correlation coefficient (Cronbach Alpha) which is employed mainly to measure the stability of the study tool, concerning its internal consistency. This is depicted in Table (1), in which the scale paragraphs’ internal consistency was reflected and confirmed, at the dimensional level. Moreover, it is obviously noticed that the values of the correlation coefficients (Cronbach Alpha) actually exceeded the acceptable minimum of (0.70). This ultimately shows and confirms the internal consistency of the scale, thus the stability of the study tool is effectively tested.

**Table 1 The Internal Consistency Test’s Results for Variables and Dimensions**

the scale	Alpha Kronbach coefficient
Wages	0.960
Work content	0.958
Upgrade opportunities	0.957
Supervision	0.959
Job Satisfaction	<b>0.956</b>
The ability to exploit opportunities	0.958
Flexibility and speed	0.959
Adapt to the environment	0.962
strategic agility	<b>0.955</b>
knowledge Exchange	0.960
Social interaction	0.958
Knowledge transfer	0.959
Share knowledge	<b>0.956</b>
All paragraphs of the questionnaire	<b>0.965</b>

## 2. The Questionnaire's Stability

The researcher tends to employ the Split-Half mainly used to measure the stability of the questionnaire being designed. This is summarized by investigating the correlation coefficient between the marital question scores as well as the individual question scores in the questionnaire. Besides, the researcher employs the Spearman-Brown equation to correct correlation coefficient. As per the formula, it is absolutely enough and sufficient for the study that the questionnaire is adopted as a tool for it. Moreover, when applying this method, it was obviously noticed that the correlation coefficient of the questionnaire reached the level of (0.952). Therefore, this indicates that, with its various measures, the questionnaire has good stability. Thus it can be used at different times, and for the individuals themselves, since it will give the same results.

## 3. Confirmatory Factor Analysis

Truly speaking, the main aim of constructive assertiveness is to make it clear and verify the paragraphs and dimensions that constitute them as per their fixed theoretical structure in the literature. This means the process of making sure that the scale's dimensions as well as the paragraphs, which are represented in the sample data, really match with their origin in the existing theory as well as in the related literature. Moreover, this kind of factor analysis is actually one of the modeling applications. In this study, the structural equation was used through the statistical program of (AMOS v.23), and the chart shows a number of values that represent the extent of the contribution or composition of each (paragraph) in the interpretation of the factor as it will be based on the indicators of conformity quality (Hair et al, 2010) received In Table (2) to find out the suitability of the paragraphs to the dimension in general and the variable that belong to it in particular.

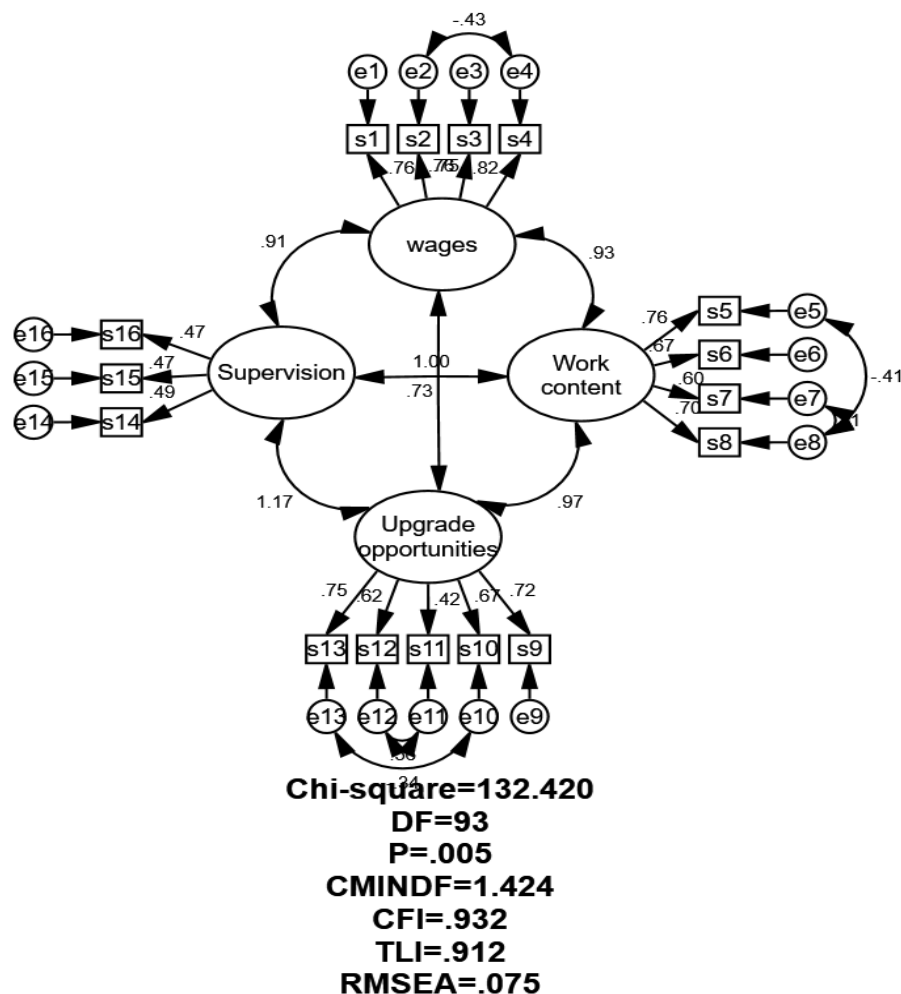
**Table 2 Shows the conformity quality's indicators**

<b>Indicators</b>	<b>The general rule</b>
The ratio between X2 and the degree of freedom DF	Less than 5
Comparative Match Index (CFI)	1-0.9
Lewis Frequency Index (TLI)	1-0.9
RMSEA approx.	0.10-0.08

### i. Confirmatory Factor Analysis For the job Satisfaction Variable

Figure (1) shows the empirical factor analysis of the job satisfaction model, which encapsulates four basic dimensions consisting of (16) paragraphs. (BYRNE, Barbara M,

2009). As the indications of modification indices mean that the researcher develops his model which is based on the previous literature, or research theory. Then he tries to test the extent to which his model ultimately matches the experimental data, if the matching is not sufficient, then the common procedure is to modify the model through Eliminate passive paragraphs or paths and add paragraphs that improve model matching. And as shown in the figure (1).



**Figure 1 The complete model of the job satisfaction variable**

Source: Prepared by researchers using the AMOS V.23 program

It becomes obvious through Figure (1) that the conformity quality indicators have been noticed within the required criteria for the model. Besides, it is obviously noticed, as it is shown in Table (3), that the morale of the paragraphs, as it was seen, that all paragraphs are greater than the critical normative value, known as (CR) of (1.96). Therefore, this ultimately indicates the validity of the questionnaire’s phrases and, beyond this, the

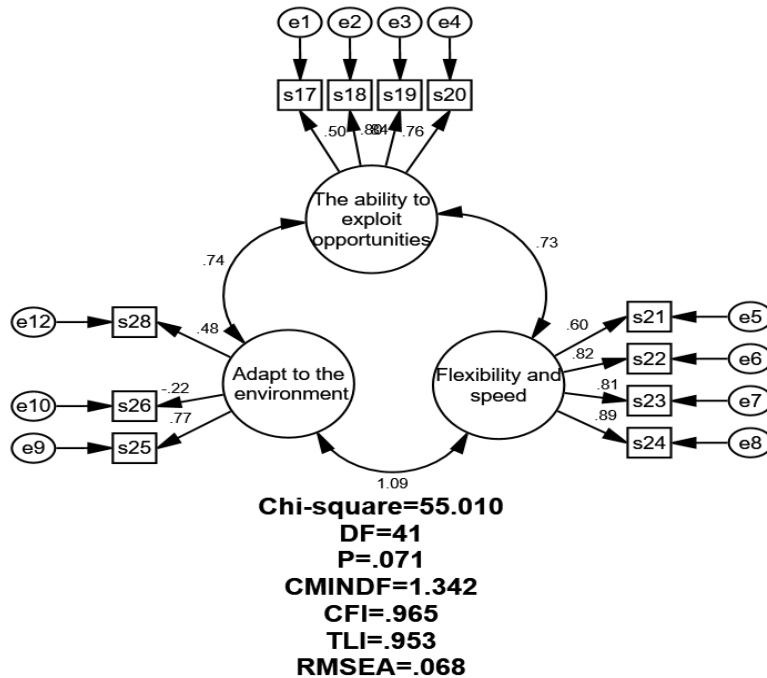
extracted match quality indicators are very close to ‘Goodness of Fit’ indicators. They represent a good indicator.

**Table 3 The Significance Level, the Standard Error, the Regression Weights and the Critical Ratio for the job Satisfaction Variable’s Dimensions**

			Estimate	S.E.	C.R.	P
s1	<---	x1	1.000			
s2	<---	x1	.928	.140	6.636	***
s3	<---	x1	.899	.133	6.742	***
s4	<---	x1	1.084	.150	7.213	***
s5	<---	x2	1.000			
s6	<---	x2	.767	.126	6.081	***
s7	<---	x2	.751	.140	5.369	***
s8	<---	x2	.842	.154	5.462	***
s9	<---	x3	1.000			
s10	<---	x3	.938	.166	5.664	***
s11	<---	x3	.665	.187	3.564	***
s12	<---	x3	.825	.158	5.224	***
s13	<---	x3	1.267	.199	6.363	***
s14	<---	x4	1.000			
s15	<---	x4	1.001	.267	3.743	***
s16	<---	x4	.981	.264	3.710	***

**ii. Confirmatory Factor Analysis for the Strategic Agility Variable**

In fact, Figure (2) is designed to show the strategic lightness model’s empirical factor analysis. Such an analysis includes three basic dimensions, consisting of (12) paragraphs. Moreover, by closely observing quality’s indicators of the extract, which is extracted from the model, shown in Figure (2), it becomes obvious that all indicators are the same. As it is represented in Table (4), the significance of the questionnaire’s paragraphs, it was noticed that all paragraphs are greater than the Critical Standard Value (CR) of (1.96). Therefore, this ultimately indicates the validity of the questionnaire’s phrases and, more importantly, the quality’s indicators of the extracted are obviously close to the indicators of ‘Goodness Of Fit Quality’. This is really a good indicator. Furthermore, it is urging here to note that paragraph (27) was removed because it is found insignificant, in addition to adjusting the values of joint differences, by making a connection between the paragraphs and the highest common variance that clearly appeared in the recommendations of the amendment indicators (BYRNE, Barbara M, 2009).



**Figure 2 The Complete Model of the Strategic Agility Variables**

Source: Prepared by researchers using the AMOS V.23 program

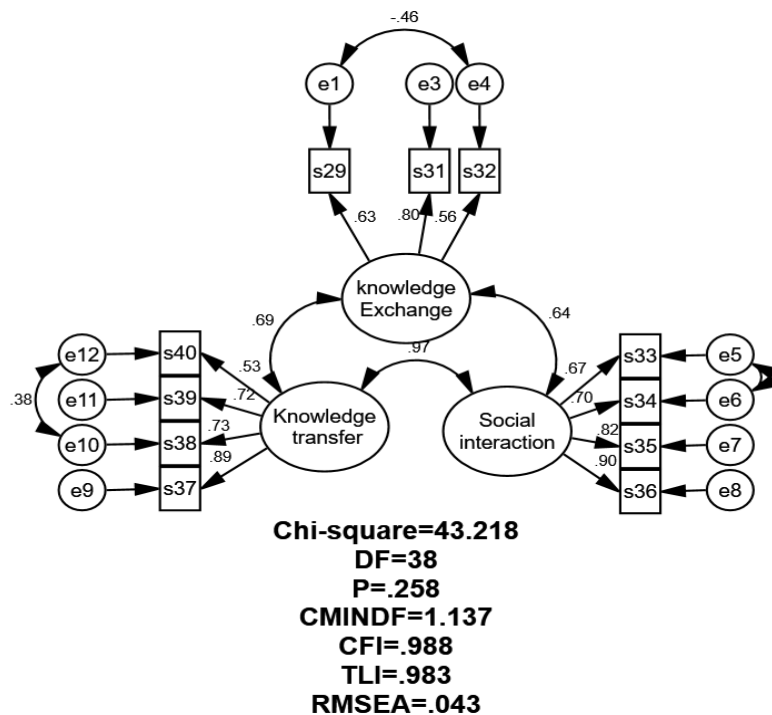
**Table 4 Regression Weights, Standard Error, Critical Ratio, and the Significance Level for the Dimensions of the Strategic Agility Variables**

			Estimate	S.E.	C.R.	P	Label
s17	<---	F1	1.000				
s18	<---	F1	2.104	.504	4.178	***	
s19	<---	F1	2.285	.539	4.241	***	
s20	<---	F1	1.888	.462	4.091	***	
s21	<---	F2	1.000				
s22	<---	F2	1.488	.268	5.552	***	
s23	<---	F2	1.571	.286	5.495	***	
s24	<---	F2	1.719	.294	5.842	***	
s25	<---	x3	1.000				
s26	<---	x3	-.246	.126	-1.956	.050	
s28	<---	x3	.491	.110	4.469	***	

### iii. The Knowledge Sharing Variable’s Confirmatory Factor Analysis

Figure (3) shows the empirical factor analysis of the knowledge sharing model, which consists of three basic dimensions consisting of (12) paragraphs. As it is represented in Table (5), the significance of the questionnaire’s paragraphs reflect their efficiency to achieve the objectives of the study. Moreover, it was obviously noticed that all the paragraphs of the questionnaire are greater than the Critical Standard Value (CR) of (1.96). Therefore, this indicates the validity of all the phrases of the questionnaire, and,

more importantly, the quality's indicators of the extracted are so close to the indicators of 'Goodness of Fit Quality'. This in fact is a good indicator. Here, it is urging to note that paragraph (30) has been removed, because it is found insignificant, along with adjusting the values of common differences, simply by making a connection between the paragraphs and the highest common variation that appeared in the recommendations of the amendment indicators (BYRNE, Barbara M, 2009).



**Figure 3 The complete model of the knowledge sharing variables**

Source: Prepared by researchers using the AMOS V.23 program

**Table 5 The Significance Level, the Critical Ratio, the Regression Weights, the Standard Error for the Dimensions of the Knowledge Sharing Variable**

			Estimate	S.E.	C.R.	P	Label
s29	<---	f1	1.000				
s31	<---	f1	1.265	.288	4.396	***	
s32	<---	f1	.863	.272	3.168	.002	
s33	<---	x2	1.000				
s34	<---	x2	1.030	.144	7.145	***	
s35	<---	x2	1.579	.248	6.368	***	
s36	<---	x2	1.605	.235	6.838	***	
s37	<---	x3	1.000				
s38	<---	x3	.824	.108	7.639	***	
s39	<---	x3	.718	.096	7.471	***	
s40	<---	x3	.563	.114	4.936	***	

#### 4. Research Variables' Descriptive Analysis

This analysis is mainly employed to determine and identify the reality of strategic agility, job satisfaction, and knowledge sharing of a sample which was selected from the laborers working at the General Company for Food Industries. The analysis mainly relied on the calculation of the arithmetic means as well as the standard deviations along with the coefficient of variation for the respondents' responses. It also seeks to determine the relative importance's level of each dimension. It does so within a single variable, by depending on the coefficient the difference. Moreover, the research mainly depended on the quintuple (Likert scale) in its mission to analyze the sample's answers to the questions of the study tool. Therefore, each variable's level will range between (1-5), with just four levels. In this respect, the following table (Table 6) clearly illustrates this point. It includes two levels, in the case of an increase from the hypothetical mean of (2.60 to 3.39). In fact, it is a good level if it ranges between (3.40 to 4.19), and it is very good when it increases from (4.20 to 5). It also embodies two levels; if it falls below the hypothetical mean (2.60 to 3.39) as well as it is weak when it ranges between (1.80 to 2.59) and it is ultimately very weak when it decreases (from 1 to 1.79) as shown in Table (6).

**Table 6 Weighted Average and Response Direction**

Answer level	Answer scale	Weighted average
Very weak	I totally disagree	From 1 to 1.79
Weak	I do not agree	From 1.80 to 2.59
Average	neutral	From 2.60 to 3.39
good	Agreed	From 3.40 to 4.19
very good	Totally agree	4.20 to 5From

##### **i. Job Satisfaction (X)**

It appears through Table (7) that the highest general arithmetic mean in the job satisfaction variable has come to after the content of the work as it reached (3.233) and at an average level as the standard deviation of it (0.657) and a coefficient of variation (20.42), and this indicates a non-good presence of the content Working in the researched company, because despite the presence of a fairly good hygiene in the researched company and the good space, it suffers from a decline in the levels of ventilation inside the company, which sometimes affects the general performance of the worker who needs to provide him with appropriate ventilation means, especially as hours The work is not a little and it affected the general level of the work environment. As for the lowest general arithmetic mean, it was at after the wage, when it reached (3.161) at an average level and



a standard deviation (0.847) and a coefficient of difference (20.68), and this indicates that most workers find the wage that pays them that it is not appropriate with the tasks, responsibilities and effort that they perform. And as the incentive levels are not the required level that meets the desire of workers within the company. In total, the job satisfaction variable came with an arithmetic mean (3.205) and a standard deviation (0.609). This indicates the level of job satisfaction within the General Company for Food Industries was not a good level. As there is a decline in most dimensions of job satisfaction, as the levels of supervision of employees there are a number of problems that prevent good communication between the worker and the higher management, and this creates a large gap between the lower and higher management and that may create problems that do not exist as a result of misunderstanding. Between employees and senior management, and researchers also noted that the levels of promotion for employees are not good enough, as employees feel that the company is not greatly interested in the process of their promotion in the career path, and therefore this has had a very negative return on job satisfaction, as the worker feels that he does not have an opportunity for future development, which will kill him with creativity and innovation in his career levels.

## **ii. Strategic Agility (Y)**

The highest general arithmetic mean for the variable of strategic agility reached after the adaptation to the environment, as it reached with an arithmetic mean (3.31) with a good approximation level and standard deviation (0.609) and a coefficient of variation (18.39) and this indicates a fairly good presence to adapt to the environment in the researched company. As it seeks to achieve compatibility between the resources it possesses and priorities to reach the achievement of goals, as well as there is an analysis of environmental data in order to achieve adaptation to those changes first-hand, but the real problem is the development of an organizational culture that encourages workers to be creative and innovative as we did not notice a clear policy. In the process of encouraging workers to present ideas that promote the products provided by the company, as well as there is a decline in the continuous examination of the company's products in order to assess their quality levels, which has negatively affected the decline in levels of adaptation to the environment. As for the lowest dimension in the strategic agility variable, it came to flexibility and speed as it came with a general arithmetic mean (3.052) and an average level, as its standard deviation (0.858) and a coefficient of difference (28.11) showed this indicating a decline in the flexibility and speed levels of the researched company, as it is often not quick in responding to the surrounding environmental changes, and this gives an opportunity to competitors to exploit it and obtain the largest possible market share, especially since the researched company does not

have sufficient flexibility in the internal environment, and this constitutes a major obstacle to the rapid response to these changes. On the whole, the variable of strategic agility achieved an arithmetic mean (3.151) at an average level and with a standard deviation (0.621). This indicates the lack of dispersion of the sample responses and their assertion that the researched company suffers from a decline in strategic agility that is often slow and not fast in front of opportunities. The environment that it cannot exploit correctly, and perhaps the reason for this is its loss of the ability to analyze the data and threats of the external environment correctly and at the same time the absence of a strategic information system capable of providing the top management with the required information has negatively affected access to the levels of strategic lightness to the General Company for Industries Food.

#### **iv. Knowledge Sharing (M)**

The highest general arithmetic means for the knowledge-sharing variable reached after the transfer of knowledge, as it reached with an arithmetic mean (3.200) with an average level and a standard deviation (0.743) and a coefficient of difference (22.93) and this indicates that the employees of the researched company have knowledge but are not active in the transfer process. To others, as the employee's tacit knowledge often remains and is not transferred to coworkers and researchers see that the reason for this is the lack of focus by senior management on this dimension as well as the lack of encouragement on that, which has negatively affected the level of knowledge transfer. As for the lowest dimension in the Knowledge sharing variable, it came to social interaction, as it came with a general arithmetic mean (2.980) and an average level, as its standard deviation (0.808) and a coefficient of difference (27.11). This indicates that there is a decline in social interaction in the researched company, as it is often. We find that the knowledge that workers possess is not shared with their colleagues, with a social gap between them, as their relations are largely dominated by official relations. On the whole, the knowledge sharing variable achieved an arithmetic mean (53.08) at an average level and with a standard deviation (0.643). This indicates the lack of dispersion of the sample responses and their assertion that the General Company for Food Industries suffers from a decline in the levels of knowledge sharing, as there is no clear and specific policy for how to activate a process. Knowledge sharing among workers within the company and this has negatively affected the achievement of effectiveness in knowledge sharing and in the future it will have negative returns that affect the general performance of the company.

**Table 7 Shows the Mean, Standard Deviation, Coefficient of Variation, and the Relative Importance of the Research Variables**

Dimensions of research variables	Arithmetic mean	standard deviation	Coefficient of variation	Relative importance
Wages	3.161	0.847	<b>26.79</b>	<b>4</b>
Work content	3.233	0.657	<b>20.32</b>	<b>2</b>
Upgrade opportunities	3.230	0.614	<b>19.00</b>	<b>1</b>
Supervision	3.197	0.653	<b>20.42</b>	<b>3</b>
Job Satisfaction	3.205	0.609	<b>19.00</b>	<b>1</b>
The ability to exploit opportunities	3.088	0.762	<b>24.68</b>	<b>2</b>
Flexibility and speed	3.052	0.858	<b>28.11</b>	<b>3</b>
Adapt to the environment	3.311	0.609	<b>18.39</b>	<b>2</b>
strategic agility	3.151	0.621	<b>19.71</b>	<b>2</b>
knowledge Exchange	3.074	0.683	<b>22.22</b>	<b>1</b>
Social interaction	2.980	0.808	<b>27.11</b>	<b>3</b>
Knowledge transfer	3.200	0.734	<b>22.93</b>	<b>2</b>
Share knowledge	3.085	0.643	<b>20.84</b>	<b>3</b>
<b>Sample size = 76</b>				

## 5. Research Hypothesis Testing

### i. Impact Hypothesis Testing

The first major hypothesis which states: (There is a significant effect of the job satisfaction dimensions on the strategic agility), and (a) Constant represents the amount of the constant and this relationship means the strategic agility (Y) is a function of the real value of the dimensions of job satisfaction, either the estimates of these values and their statistical indicators have been calculated At the level of the research sample of (76) employees in the General Company for Food Industries, the impact levels will be analyzed between the variables, as the table (8) shows statistical indicators between the dimensions of job satisfaction in the strategic agility as follows:

#### a. Test the Impact of the Dimensions of Job Satisfaction on the Strategic Agility

The main hypothesis first states (there is a significant impact of the dimensions of job satisfaction on the strategic agility), as illustrated by the table (8) All values (F) calculated between the dimensions of job satisfaction in the lightness of the strategic movement was greater than the value (F) Tabulated The amount (3.97) is at the significance level (0.05) and accordingly the hypothesis is accepted and this means (there is a significant impact of the job satisfaction dimensions in overall strategic agility) at the significance level (5%), i.e. with a degree of confidence (95%). This indicates that the dimensions of job satisfaction have an active and fundamental role in influencing the

strategic agility, when there is satisfaction in terms of wages, the nature of work and opportunities for promotion available within the organization with satisfaction at the levels of supervision by senior management, this will help to advance the levels of the organization and help it In achieving goals, including strategic agility, which is mainly based on the human resource within the organization. As for the highest impact factor value, it came between overall job satisfaction in the strategic agility that came with a calculated value of (F) (188.257) which is greater than the tabular value (F) of (3.97) at the level of significance (0.05). In other words, achieving overall job satisfaction will help reach strategic agility. As for the value of the determining coefficient (<sup>2</sup>R) of (0.718), it is clear that job satisfaction can explain (72%) of the changes that occur to the dependent variable (strategic agility), while the remainder (28%) is dependent on other variables not included in Research form. It is clear from the value of the marginal slope coefficient of job satisfaction of (0.864) that an increase in job satisfaction by one unit will lead to an increase in a variable strategic agility by (86%).

**Table 8 The Statistical Indicators of the Impact of job Satisfaction on the Strategic Agility**

strategic agility	Path	Removal of job satisfaction	a	B	F	R <sup>2</sup>	Sig
strategic agility	<---	Wages	<b>1.443</b>	<b>.540</b>	<b>87.925</b>	<b>.543</b>	<b>0.000</b>
	<---	Work content	<b>0.848</b>	<b>.712</b>	<b>97.309</b>	<b>.568</b>	<b>.0000</b>
	<---	Upgrade opportunities	<b>.576</b>	<b>.797</b>	<b>121.649</b>	<b>.622</b>	<b>.0000</b>
	<---	Supervision	<b>1.011</b>	<b>.669</b>	<b>72.660</b>	<b>.495</b>	<b>.0000</b>
	<---	Job Satisfaction	<b>.381</b>	<b>.864</b>	<b>188.257</b>	<b>.718</b>	<b>.0000</b>

**b. Test the Impact of the Dimensions of Knowledge Sharing on the Strategic Agility**

The second main hypothesis test (there is a significant impact of the dimensions of knowledge sharing on the strategic agility), as it is clear from Table (9) that all calculated (F) values between the dimensions of knowledge sharing in strategic agility were greater than the tabular value (F) The amount (3.97) is at the significance level (0.05) and accordingly , the hypothesis is accepted and this means (there is a significant impact of the dimensions of knowledge sharing on overall strategic agility) at the significance level (5%), i.e. with a degree of confidence (95%). This indicates that the dimensions of knowledge sharing have a strong and clear impact on the impact on strategic agility, that is, achieving knowledge sharing is effective in the exchange of information and social interaction between members of the organization and the transfer of knowledge, it will contribute positively to facilitate the task of achieving strategic agility. As for the highest impact factor value, it came between knowledge sharing overall in the strategic agility that came with a calculated value of (F) (173.417) which is greater than the tabular value (F) of (3.97) at the level of significance (0.05). This indicates that knowledge sharing has

a clear and explicit role in achieving strategic agility. As for the value of the determination parameter ( $R^2$ ) of (0.701), it is clear that knowledge sharing is able to explain the rate of (70%) of the changes that occur to the dependent variable (strategic agility), while the rest (30%) is dependent on other variables not included in Research form. It is clear from the value of the marginal inclination coefficient of knowledge sharing of (0.809) that increasing knowledge sharing by one unit will lead to an increase in variable strategic agility (by 81%).

**Table 9 The statistical indicators of the dimensions of knowledge sharing in the strategic agility**

strategic agility	Path	Dimensions of knowledge sharing	a	B	F	R <sup>2</sup>	Sig
strategic agility	<---	knowledge Exchange	<b>1.235</b>	<b>.623</b>	<b>65.490</b>	<b>.469</b>	<b>.0000</b>
	<---	Social interaction	<b>1.377</b>	<b>.595</b>	<b>110.772</b>	<b>.600</b>	<b>.0000</b>
	<---	Knowledge transfer	<b>1.231</b>	<b>.600</b>	<b>75.061</b>	<b>.504</b>	<b>.0000</b>
	<---	Share knowledge	<b>.656</b>	<b>.809</b>	<b>173.417</b>	<b>.701</b>	<b>.0000</b>

### 6. Mediating Hypothesis Test

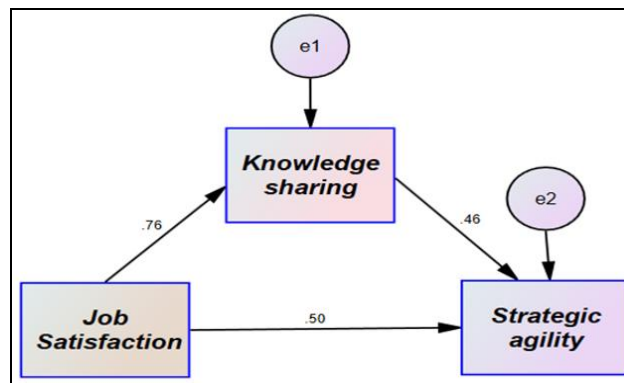
- a. It is clear from Table (10) that the critical CR value between (job satisfaction in knowledge sharing) has reached (10.138) and it is greater than the critical value of (1.96) and this indicates an significant impact between (job satisfaction in sharing Knowledge).
- b. It is clear from the results that the critical CR value between (Knowledge sharing in strategic agility) has reached (5.844) which is greater than the critical normative value of (1.96) and this indicates an significant impact between (Knowledge sharing in the agility of strategic movement)

And through the previous results, it turns out that there is a role for the mediator variable (knowledge sharing) in increasing the relationship between (job satisfaction and strategic agility) Now we are trying to find whether the mediator impact is total or partial mediation, as this relationship will be investigated using (the Amos program v.23) by comparing the values of direct and indirect influence between the variables, which showed that the results of the indirect impact value between (job satisfaction in strategic agility) and amounting to (0.355) which is less than the value of direct influence between (job satisfaction in Strategic agility (amounting to 0.509), which means that the impact of the intermediate variable (knowledge sharing) between the two variables (job satisfaction in strategic agility) is partial mediation compared to the direct relationship, although the indirect relationship was significant, but the results were the direct impact was Higher and this means that the intermediate variable has added a simple value to the relationship

between the independent variable and the dependent variable. Thus, this indicates that knowledge sharing has an effective and influential role in increasing and interacting as a mediating role between job satisfaction and strategic agility.

**Table 10 Direct and Indirect Impact between Job Satisfaction and Strategic Agility by Mediating Knowledge Sharing**

			Direct impact	Indirect impact	S.E.	C.R.	P	
Knowledge sharing	<---	Job Satisfaction	0.803	---	0.079	10.138	***	
Strategic agility	<---	Knowledge sharing	0.442	---	0.076	5.844	***	
Strategic agility	<---	Job Satisfaction	0.509	0.355	0.080	6.380	***	Partial mediation



**Figure 4 Model Complete broker relationship test**

Source: Prepared by researchers using the AMOS V.23 program

**Conclusions**

- 1) The results of the research showed that the level of compensation in the General Company for Food Industries is not the required level that meets the need and satisfaction of the employee, as compensation is often distributed within the company in general and for everyone without discrimination, i.e. not based on efficiency and excellence, and therefore reliance on this policy will affect Negatively on the motivation and creativity of employees.
- 2) The results indicated that there is a decline in the levels of job satisfaction within the researched company, as the failure to activate the promotion properly and the lack of focus on how to advance the career path of workers, as well as the presence of a gap between the effective communication of upper and lower management has negatively affected the achievement of job satisfaction for most workers In the researched company.

- 3) The researchers reached the company that can adapt to environmental changes, but not in all circumstances, because although it tracks what is happening in the external environment, but it does not have an effective strategic information system capable of providing it with the changes that happen first, it has affected its agility. Market strategy.
- 4) The results showed that the General Company for Food Industries was not characterized by effective strategic agility as the levels of flexibility and speed were slow in trying to change with the conditions that are changing, and researchers believe that the real reason for this is the routine and bureaucratic procedures upon which the company relies. Characterized by the complexity and excessive episodes that cause delay in carrying out the work and delay in the company's response to environmental changes.
- 5) The results indicated that most of the workers have good knowledge, whether as general knowledge or work-specific knowledge, but most of this knowledge remains an implicit knowledge of the worker himself and is not shared with others, which negatively affects the distribution of knowledge within the company and also the process of its development.
- 6) The researchers concluded that the company's knowledge sharing levels were not effective and effective on the ground, as the lack of focus and activation by the company's management had negatively affected the application of the principle of knowledge sharing among workers within the General Company for Food Industries.
- 7) The results showed that job satisfaction and knowledge sharing plays an active and substantial role in positively influencing the achievement of strategic mobility, that is, whenever there are workers who have job satisfaction and have knowledge sharing of information and knowledge they possess whenever this helps to achieve strategic agility.
- 8) The results indicated that there is a role for knowledge sharing as an intermediate variable, but as a partial mediation, meaning that job satisfaction affects the achievement of strategic agility, but with knowledge sharing, the impact value will increase. That is, knowledge sharing has an active and fundamental role in increasing the relationship and influence between job satisfaction and strategic agility.

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