

# crafting-The role of job rein reducing the phenomenon of knowledge monopoly: an applied study in Iraqi service institutions

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## Abstract:

This research aimed to examine the role of job restructuring in reducing the phenomenon of knowledge monopoly in Iraqi service institutions. The research relied on a descriptive-analytical approach, and a questionnaire was used to obtain the required primary data. The questionnaire was distributed to a study sample of 385 employees representing employees at all administrative levels in Iraqi service institutions. They were selected using a purposive sampling method. The data were analyzed using the SPSS25 statistical program.

The statistical results showed that job restructuring plays a role in reducing the phenomenon of knowledge monopoly in Iraqi service institutions. There were no significant differences between the average responses regarding the phenomenon of the role of job restructuring in reducing the monopoly of knowledge in Iraqi service institutions based on the variable of educational level among the study sample.

The researcher made several recommendations, most notably: Activating modern communication and dialogue channels and social media to open the door to disseminating knowledge and conducting knowledge discussions among employees of Iraqi service institutions, which would contribute to reducing the phenomenon of knowledge monopoly in service institutions.

## The introduction:

Job restructuring is one of the most important modern management concepts that empowers employees to improve their performance and increase their engagement at work by modifying tasks and the work environment. This modern management

idea that employees should not be passive recipients of the concept is based on the roles they are given, but rather can become innovative in designing their jobs in ways that enhance their suitability to their psychological and personal needs. Job he vital role in improving adaptation to changes restructuring also expresses t through what employees do by modifying the content of work, professional relationships, or the method by which they perform their tasks (Haraz and ation of knowledge, All of this contributes to the dissemin .(٦p. ٢٠٢٤ Hamada, which the employee not only possesses, but the freedom he gains through job restructuring enables him to disseminate the knowledge he possesses, thus .reducing the phenomenon of knowledge monopoly indicate that job (٧٤٥p. ٢٠٢٥h, In this context, (Ahmed and Abdel Fatta formulation expresses the change behavior that employees may undertake to create a balance between job requirements and available resources in order to hat the make jobs more rewarding, attractive and satisfying. It is possible t behavior of those employees will be directed towards reducing knowledge monopoly within institutions, as the phenomenon of knowledge monopoly, obstruct modern works to (٥٩٨p. ٢٠٢٢ according to (Mahjouba and Boudisa, ovation and makes thinking methods of creativity and inn The advanced and the new are for a specific group, which makes growth and development pass through the hands of those who possess the cognitive power resulting from its monopoly, as this carried ue to these practices, especially The theory has a lot of concerns d with the transformation of information into a commodity with a price, in which consumers spend more time and spend a lot of money, due to the impact it has on at following the their orientations and decisions . From here, it can be said th reformulation of work can reduce the phenomenon of knowledge monopoly. In service organizations, because it enhances and supports both innovation and creativity.

## Chapter One: Study Methodology

### 1. Study problem:

monopoly One of the phenomena that aims to The phenomenon of knowledge restrict knowledge, information and data in a way that makes it difficult for others to access them, through Preventing its transformation or initiating it with the aim itution to be unique with what it of creating a situation that allows the inst possesses of knowledge to achieve a competitive ability in its activity environment , and the efforts made by institutions to enhance the approach of hanges reformulating work and what it allows employees of the ability to make c

that suit the institution's resources, balance its resources with its aspirations, and support innovation and creativity, can reduce the phenomenon of knowledge monopoly, through reformulating tasks, relationships, knowledge and interaction employees, and expressing an opinion on the changes that the institution between needs to develop its work mechanisms, and despite that, reformulating work is still taking place in Iraqi service institutions due to the lack of awareness of its e scarcity of studies and research on this topic in the Iraqi importance due to th .environment

In light of this, the researcher poses the research problem through the following main question:

- **the role of restructuring work in reducing the phenomenon of What is ? In Iraqi service institutions ?monopoly knowledge**

## 2. Importance of the study:

- the A scientific addition to the university library, this recent study addresses latest variables that establish a competitive advantage for service institutions in Iraq.
- ch addresses one of the modern variables in administrative The current resear thought, which is the reformulation of work by applying it to Iraqi service institutions and linking it to an important variable, which is reducing the riabiles work to improve the phenomenon of knowledge monopoly, as these va work and performance of the service institution.
- The importance of research in clarifying the nature of cognitive monopoly and the necessity of reducing it to preserve the institution's reputation on the one its cognitive vision to everyone for benefit on the other hand, and to convey hand.
- Highlighting the importance of reducing knowledge monopoly and focusing on the importance of disseminating and circulating knowledge to benefit from institutions it and develop the work of Iraqi service.

## 3. Study objectives:

- the role of work restructuring in reducing the phenomenon of Determining In Iraqi service institutions knowledge monopoly.
- Determine the significant differences between the average responses ucturing in reducing the phenomenon of the role of work restr regarding according to the In Iraqi service institutions .knowledge monopoly The research sample has educational level variable.

#### 4. Study hypotheses:

**The first hypothesis:** There is a moral role for reformulating work in reducing the phenomenon of knowledge monopoly in Iraqi service institutions.

**The second hypothesis:** There are no significant differences between the average answers about the role of reformulating work in reducing the phenomenon of knowledge monopoly in Iraqi service institutions, depending on the educational level variable of the research sample.

#### 5. Study methodology:

This section includes an explanation of the study community and sample, its boundaries, its methodology, and its hypothetical plan as follows:

##### **Population and sample ١\_٥:**

a all employees at all administrative levels in The study community included intentional and included a The sample was .in Iraq institutions number of service itutions service inst In the Iraqi .group of employees at all administrative levels with experience and knowledge of the the number of individuals ، under study . ٣٨٥ research topic is .

##### **Limits of the study ٢\_٥:**

- Location: A number of service institutions in Iraq .
- Timeframe: During the year ٢٠٢٥ AD.
- Humanity: A sample of workers at all administrative levels In the Iraqi service institutions under study .

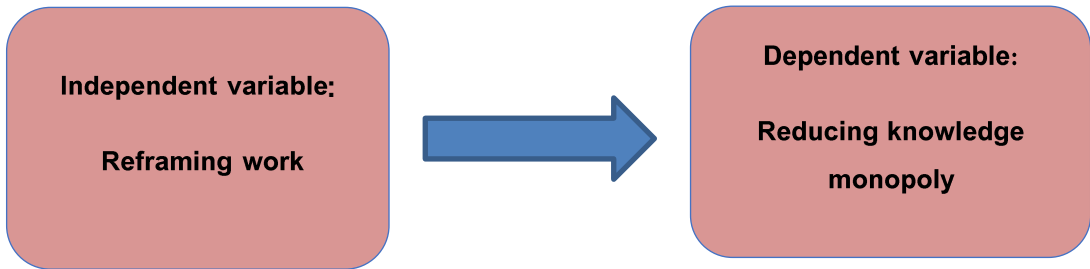
##### **Methodology ٣\_٥:**

was adopted as a general method for the The descriptive analytical method s and hypotheses of the research, as this method is compatible with the objective study. This method is known as the method in which the researcher describes the various scientific phenomena and problems that fall within the scope of scientific on and results research, then the data is analyzed so that the appropriate explanati can be extracted. The questionnaire was relied upon as a tool to complete the field number of service part by distributing it to a deliberate sample of workers in a and then ، individuals ٣٨٥ the subject of the study, numbering ، in Iraq institutions statistical analysis program analyzing the responses obtained according to the SPSS 25 .

##### **Study variables and model ٤\_٥**

reducing :**dependent variable** ،reframing work :**Independent variable**  
.Monopoly of knowledge





Hypothetical plan of the study (١)Figure No.

Source: Prepared by the researcher

## 6. Previous studies.

### • Arabic studies

- **The Impact of Job :entitled ( ٢٠٢٥ Ahmed and Abdel Fattah, ) A study by Crafting on Innovative Behavior at Work in Sports Clubs in Cairo: The (Moderating Role of Psychological Empowerment (An Applied Study**

The study aimed to test the impact of job crafting dimensions (increasing s, increasing challenging structural resources, increasing social resource requirements, and reducing hindering job requirements) on innovative behavior at work in sports clubs in Cairo, and to examine the moderating role of psychological empowerment on the relationship between job crafting and individuals (٢٦٦)e behavior. The field study relied on a quota sample of innovativ from Egyptian sports clubs' employees. Data were collected using a questionnaire. The study results showed a statistically significant positive impact of job crafting on innovative -th the exception of hindering requirements wi -dimensions of the variance in (%٦١)behavior at work in sports clubs in Cairo, explaining employees' innovative behavior. The results also revealed that increasing the ost important and most influential structural resources of the job is the m dimension of job crafting on innovative behavior at work in Egyptian sports clubs, followed by increasing the social ،(٠.٥٢٠)with a standardized impact factor of ncluded that The research results also co .(٠.٢١٨)resources of the job on innovative (٠.٧١٣)psychological empowerment has a direct positive effect of of it. The results also confirmed the (%٥١)behavior at work and explains moderating effect of psychological empowerment on the relationship between job n and innovative behavior at work, the most important of which is the formulatio dimension of increasing the social resources of the job, whose interactive effect

of the (٦١%) and explains (١٨%) with psychological empowerment reached in sports clubs innovative behavior of employees.

- **The impact of investing :entitled (٢٠٢٢Mahjouba and Boudisa, ) A study a case study of -in human capital in confronting knowledge monopoly some economic institutions in western Algeria.**

nt in attracting, developing This study aimed to understand the role of investme and maintaining human assets and its impact on confronting knowledge monopoly in some economic institutions in western Algeria. The descriptive analytical end among approach was adopted, and the study results concluded that there is a tr the studied institutions towards investing in human assets through investing in the This investment also had a ٤٩.٣ mentioned elements with an average value of prominent role in strengthening the process of confronting knowledge monopoly, of its variance. The study also concluded that there is an ٩٩% explained as it impact of investment in human assets on knowledge management with a value of and knowledge management on confronting knowledge monopoly with a ٩٩.٠ ionship recorded for investment in human with a positive relat ٩٩.٩% rate of capital on confronting knowledge monopoly through knowledge management ٩.٩٩٣ with a value of .

#### Foreign Studies

- **Study (et al, nahK, ٢٠٢٤) entitled:**

#### **Unveiling the Nexus: Influence of learning motivation on organizational performance and innovative climate of Chinese companies**

This study aimed to examine the relationship between perceived overqualification and knowledge hiding. It also examined the mediating role of job boredom and b crafting. The study used the Hays process model to the moderating effect of jo employees working in the hospitality and tourism sector. ٣٧٤ analyze data from The results indicated a positive relationship between postgraduate qualifications, results suggest that job boredom job boredom, and knowledge hiding. These mediates the relationship between postgraduate qualifications and knowledge hiding. Furthermore, the study demonstrated a moderated mediation path, where afting on the interaction effect between postgraduate qualifications and job cr knowledge hiding was moderated by job boredom.

- **entitled ( ٢٠٢٣ gnoS, oJ, ) A study:**

#### **How job crafting behaviors influence the innovative behavior of knowledge workers in the gig economy: based on the organismic integration theory**

to investigate the mediating roles of autonomous and controlled motivation in the relationship between job crafting and innovative behavior among knowledge workers in the gig economy. To examine these relationships, a descriptive analytical approach was used, using an online survey conducted among knowledge workers in China. The study recruited 302 who voluntarily participated in the study. Structural equation modeling was used to test the proposed relationships between the variables. The results indicated that autonomous and controlled motivation mediated the relationship between job crafting and innovative behavior through knowledge diffusion, ownership, and monopolization.

#### • **Comment on previous studies**

The current research agrees with the previous studies mentioned in one of the variables but it is considered the first study of its kind in terms of collecting the variables, on the one hand, and it differs in terms of its application in service institutions in Iraq, on the other hand, which indicates the novelty and originality of the research, its modernity and thus its importance in the Arab library as a modern reference for researchers and those interested in this field.

### **Section Two: Theoretical Framework**

#### **Reformulating the work :First requirement**

#### **The origin and definition of the concept of restructuring work:**

The concept of job reframing emerged in the study of Wrzesniewski and Dutton who defined it as the physical and cognitive changes made by the employee in the tasks and relationships of his job. These changes aim within the bound to improve the state of compatibility between the individual and his job. Job reframing was viewed through the Job Demands and Resources Model (JD-R Model) which adjusts job requirements and employee-initiated changes as self-resources, either increasing or decreasing them, to achieve their personal and related goals, to balance job requirements and resources with their personal work conditions: increasing process of job reframing has four dimensions: The abilities and needs the structural resources of the job (e.g., autonomy, variety, and learning opportunities), increasing the social resources of the job (e.g., social support, supervisory training, and feedback), increasing the challenging requirements of the job, taking the initiative to participate in new projects or increasing job tasks, and reducing the hindering requirements of the job (e.g., reducing the number of It is also a (Deeb, -Shousha and Al) (٢٠٢٣, ٥٨٦-٥٨٩) pp. approach to job redesign, where employees change their jobs to find bottom

meaning in them. Employees have changed the boundaries of their work, work relationships, and the way they think about their work in order to get the most out of job reframing revolves around adaptive work change of their jobs. The process and refers to the ability to change work tasks in a constructive and enjoyable way. Job reframing usually leads to improved employee performance. Workers can vary their work (the framing task) increase performance by changing the boundaries and changing the nature of their relationships with other workers. ...which is the main dimension of relational creativity, and is the process by which employees their needs are met modify their jobs and their work environment to ensure. Job crafting is a proactive action. Proactive work behaviors involve taking action to address anticipated situations at work, control them, or bring about change in the work environment (Sheikh Al). (Souq, 2025, p. 703).

#### • **formulation process-of the work re The importance**

It is more than just an alternative approach to job design, as it can also be a useful tool for developing employee performance and skills. Job crafting is not a one-time effort. Individuals can use job crafting to solve job-temporary, one the one hand, and to develop themselves in the long term on the other problems on the other hand. It also helps determine how employees take the initiative and make changes to their jobs to make them more meaningful and rewarding. Job crafting is the active, individual efforts made by workers to improve the value of their work and increase the benefits they receive (Jatav et al, 2024, p: 142).

#### **knowledge monopoly The second requirement: reducing the phenomenon of MONOPOLY:**

#### **Harold A. Innis was the first to formulate the concept of cognitive monopoly in his book Political**

Economy in the Modern State in 1946, in which he attempted to shed light on the power of ancient states and empires, as he emphasized that this concept was entrenched through government control over the information and communications sector. He referred to ancient Egypt and Rome, where their priests had a complete monopoly on knowledge. Reading, writing, and education were limited to this group and their families only. The phenomenon of monopoly in the field of knowledge is a negative phenomenon that works to obstruct modern methods of creativity and innovation, and makes advanced and new thinking the concern of a specific group, while making growth and development the focus of those who possess the cognitive power resulting from its monopoly. This theory carried



within it a lot of anxiety due to these practices, especially with the transformation of information into a commodity with a price, on which consumers spend more time and spend a lot of expenses, which affects their orientations and decisions (Mahjouba and Boudisa, ٢٠٢٢, p. ٥٩٨). The policies of cognitive hegemony are also one of the basic pillars of the emerging system of dependency facing the countries of the Global South, as it embodies control over the production of knowledge. Its circulation is a pivotal mechanism in reproducing unequal power relations at the global level. Therefore, this axis deals with an in-depth critical analysis of two main axes of hegemony and monopoly of knowledge: the academic publishing industry, with its monopoly and commodification of knowledge, as well as academic partnership programs that employ funding as a tool to direct scientific research according to specific agendas. The importance of this analysis and deconstruction lies in its revelation of the organic relationship between knowledge production and the structures of global hegemony, as it shows how academic and research institutions are transformed into spaces for consolidating dependency, by imposing standards, methodologies, and research priorities that essentially reflect the interests of the dominant powers in the global North. Understanding these complex mechanisms is a necessary entry point for exploring the potential for building alternative knowledge systems that respond to the real development needs of the countries of the South and contribute to achieving their knowledge sovereignty as a basic condition for overcoming structural dependency relations in various development fields (Dia, ٢٠٢٥, p. ٨). Therefore, reducing knowledge monopoly is one of the most important knowledge management processes, which focuses on distributing, disseminating, and sharing knowledge. In this process, knowledge is disseminated, shared, and distributed among all levels of the organization in various types, such as tacit knowledge, which can be transferred, shared, and distributed through training or dialogue sessions. Explicit knowledge, on the other hand, can be disseminated in a simple and easy way, as it can be processed, disseminated, and shared technologically (Shabasha and Al-Sharif, ٢٠٢٠, pp. ١٧-١٦). Therefore, implementing knowledge management is one of the ways to reduce knowledge monopoly, and one of the ways that the general public can resort to, by moving towards a knowledge society, disseminating it at all levels, and developing it towards investing in possessing good knowledge, and employing the knowledge it possesses with the utmost efficiency and effectiveness, reaching the stage of excellence (Abdul Karim, ٢٠٢١, p. ٢١٤). It is also one of the necessary processes for delivering

information to its users at the appropriate time, in the appropriate form, and at the appropriate cost (Maabadi and Ben Fardija, ٢٠٢٠, p. ٢٦). Knowledge, as an asset, increases through use and sharing, and through the exchange of ideas, experiences, and skills between people. It grows and expands within each of them. Therefore, institutions have sought to encourage sharing and the exchange of knowledge so that it is not limited to individuals and groups that lose its value to management. The goal is to deliver knowledge to all members of the institution and provide the right knowledge to the right person at the right time. The essence of the distribution process is that knowledge is perishable and obsolete, and the lifespan of experience is limited due to new technologies. No one can monopolize knowledge, and individuals and companies must renew their knowledge. Although it was easy to distribute knowledge through the use of electronic tools, institutions still aspire to share the tacit knowledge present in the minds of individuals, which constitutes the challenge of knowledge management (Zohrani and Dembri, ٢٠٢٣, p. ٢٥).

#### **:The importance of reducing the phenomenon of knowledge monopoly**

- Intellectual renewal in the organization by abandoning old management advanced methods by updating concepts and methods and moving to more experiences and employing them to achieve optimal economic development.
- Reducing administrative levels by allowing individuals with experience and making, which motivates them to knowledge to participate in decision (٢٥p. , ٢٠٢٠innovate and renew (Moabadi and Ben Fardi, .
- Employees become more knowledgeable about their own jobs and other related jobs. As a result, they are able to initiate initiatives to improve and learn new business processes more quickly.
- ng a knowledge culture by encouraging behaviors related to Developi Dakhil -knowledge sharing, knowledge seeking, and knowledge transfer (Al ٢٣p. , ٢٠١٨Qarni, -and Al).

#### **relationship between variables the :The third requirement**

One of the key dimensions of job reframing is cognitive framing, which has a clear impact on reducing the phenomenon of knowledge. This is achieved by shifting the boundaries of cognitive tasks and increasing workers' ability to cognitive framework to achieve greater satisfaction and proactively reframe their c alignment with their professional interests. Cognitive framing relates to the process by which employees adjust their perceptions and attitudes toward job

ously aware of the importance of crafting. It ensures that employees are consci their work to the organization and society. This shift in outlook and mindset facilitates increased job satisfaction among employees, as they reflect on how being. For -lltheir job contributes to their personal fulfillment and overall we example, IT support staff who demonstrate cognitive framing will view their role not only as fulfilling organizational responsibilities but also as assisting other employees in completing their tasks without interruption. Individuals who use cognitive framing techniques can effectively change their cognitive processes. They may choose to focus on the societal significance of their jobs or to elicit employee feelings. Employees' active change of their perceptions of work and ed in concepts such as: fear of job displacement by artificial tasks can be embodi intelligence or the belief that increased effort to perform difficult tasks will lead to ٧٠٥p. ٢٠٢٥Souq, -greater job success (Sheikh Al).

### **The third section: the practical section**

n includes a description of the study methodology, the study This sectio population, its sample, the method by which the sample was selected, and the tools used in such a study. Data are collected by distributing questionnaires and ally using appropriate methodsare collected and analyzed statistic.

### **Study community and sample:**

while the study sample ٠ in Iraq institutions a number of service It consists of a number In .a deliberate sample of workers at all administrative levels included have who individuals ٣٨٥ the number of which is ٠ in Iraq institutions of service full knowledge and awareness of the research topic.

### **First: Personal data of the sample:**

#### **Number of years of experience :(١)Table**

less 5 years ago	Repetitions	%
	83	21.6
Between5 and10 years	103	26.8
Between11 and15 years old	106	27.5
16 years gesticulate above	93	24.2
Total	٣٨٥	100.0

SourceSPSS 25 .

The sample is distributed according to the number of years of their experience as follows:

- ❖ (%٢١.٦) Less than ٥ years.

- ❖ (%٢٦.٨) between ٥ and ١٠ years.
- ❖ (%٢٧.٥) between ١١ and ١٥ years.
- ❖ (%٢٤.٢) ١٦ years and older.

**(Second: Testing the reliability and validity of the criterion (study tool Cronbach's alpha values (٢)Table**

Axes	stability
Rework	٠.٩٣١
Reducing the phenomenon of knowledge monopoly	٠.٨٦٧
Overall level of the form	٠.٩٣٨

SourceSPSS 25 .

so these are '(.٧٠)The value of the reliability coefficient for all axes is > statistically acceptable values; this is because the values are significant with ans that distributing it to a group of which me '(.٧٠)values greater than individuals with the same characteristics will give similar results.

**:Constructive honesty \_١**

**Correlation coefficients :(٣)Table**

Axes	Pearson	sig
Rework	٠.٩٥٣	٠.٠٠
Reducing the phenomenon of monopoly knowledge	٠.٩٣٥	٠.٠٠

SourceSpss 25 .

We note that the Pearson coefficients are statistically significant, so the .questionnaire is valid

M	Paragraph	arithmet ic mean	standard deviation	standar d error	sig
١	Management is concerned with structural resources of increasing the .the business	3.70	1.40	0.07	٠.٠٠
٢	The management seeks to develop the professional capabilities of .employees	3.51	1.41	.07 ٠	٠.٠٠
٣	The management is keen to benefit from the new experiences of	3.77	1.31	.06 ٠	٠.٠٠



	.competing institutions				
٤	Management is working to address .work obstacles	3.59	1.34	.06 *	***
٥	Management seeks to link the tasks of .employees	3.74	1.33	.06 *	***

**:Descriptive statistics \_٢**

:Descriptive statistics for the questionnaire items were found as follows

**axis Paragraphs of the work reformulation Statistics (٤)Table**

SourceSPSS 25 .

- The average responses to the paragraphs of this axis indicate a high By the sample according to the .formulation axis-the work re evaluation of .Likert standard

**Reducing the phenomenon of knowledge Axis paragraphs Statistics (٥)Table monopoly**

M	Paragraph	arithmetic mean	standard deviation	standar d error	sig
٦	Technological facilities are provided to disseminate knowledge among .employees and departments	3.44	1.20	0.06	***
٧	Social networks are used to create .collective knowledge	3.81	1.22	.06 *	***
٨	Dialogue, social interaction and exchange of experiences are promoted .within the organization	3.59	1.32	.06 *	***
٩	An organizational environment is created that encourages employees to share their .experiences with confidence	3.61	1.25	.06 *	***
١٠	Knowledge bases of data and .information are provided to employees	3.66	1.36	.06 *	***

SourceSPSS 25 .

- The average responses to the paragraphs of this axis indicate a high reducing the phenomenon of knowledge evaluation of the axis of .by the sample according to the Likert criterion monopoly

### :Third: Testing research hypotheses

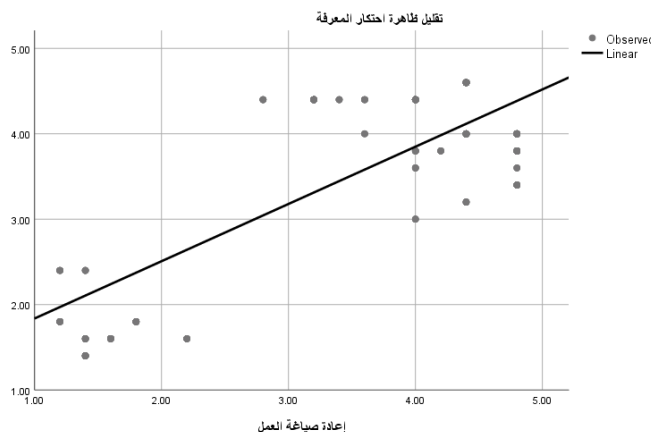
significant role for restructuring work in reducing the a There is :First hypothesis  
. In Iraqi service institutions .phenomenon of knowledge monopoly

#### the first hypothesis Testing :(٦)Table

Pearson	Selection	Modified correction	error		
.785	.616	.615	.640		
	sum of squares	df	average square	freedom	function
decline	252,097	1	252,097	615,405	.000
Remaining	156,894	383	.410		
the total	408,991	384			

:The following is evident

- so the relationship between the two hypothesis ،Correlation value = .785 relationship variables is a strong
- of the % ٦١.٥It explains F Rework ،Corrected selection value = .615 In Iraqi Reducing the phenomenon of knowledge monopoly .difference . service institutions
- Sig formulating work in reducing the -a moral role for re There is ،.000 > The ، In Iraqi service institutions .of knowledge monopoly phenomenon . hypothesis was accepted
- of the first The relationship between the variables :(٧)Figure hypothesis



:SourceSPSS 25

the by (٧)and Figure (٦)The researcher explains these results included in Table  
.formulating work in reducing the phenomenon of knowledge monopoly-role of re  
In Iraqi service organizations, this encourages employees to rethink their job and

a new perspective, one that encourages them to learn, teach, view it from disseminate, and share knowledge with others. This can lead to many positive outcomes, including active participation in the workplace, job satisfaction, flexibility, and prosperity

significant differences between the average responses There are no **Hypothesis** the role of job restructuring in reducing the phenomenon of knowledge regarding educational level variable according to the In Iraqi service institutions .monopoly .of the research sample

:To test this hypothesis, the researcher conducted a test **ANOVA** as follows

**Testing the second hypothesis : (٧) Table**

ANOVA					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	3.642	3	1.214	1.084	.356
Within Groups	426,735	381	1,120		
Total	430,377	384			

:Source Spss 25 results .

= ٠.٣٥٦ We find that Sig and thus we accept the null hypothesis, i.e. there  $0.05 < \alpha$

The researcher explains these results included in . significant differences are no Despite their ' In Iraqi service institutions .by the workers' awareness (٧) Table formulating work in reducing the -the role of re 'years of practical experience restructuring ' In Iraqi service organizations phenomenon of knowledge monopoly within the organization by work contributes to the sustainability of knowledge making all employees feel equal. This motivates them to learn new things and encourages them to share their knowledge and information with other employees, thereby spreading knowledge among all members of the organization

## **ts and recommendations Result**

### **:Results**

- There is a role for restructuring work in reducing the phenomenon of .In Iraqi service institutions .knowledge monopoly
- significant differences between the average responses regarding There are no tion in reducing the phenomenon of knowledge formula-the role of work re

educational level according to the In Iraqi service institutions .monopoly

. The research sample has variable

The researcher explains these results by the perception of the research sample regardless of their years of practical ) vice institutionsIraqi ser In (workers) a role for restructuring work in reducing the phenomenon of experience), there is this is because it improves . In Iraqi service organizations .knowledge monopoly based -ng an innovative and knowledgethe skills of all employees, creati environment that improves comprehension and enhances knowledge, which formulating -re .increases productivity and raises the quality of work. Furthermore hem work helps employees understand information accurately and helps t reformulate information and data based on the latest information available in the .field of service organizations

### Recommendations

- Modify the methods and techniques necessary to determine how employees meaningful, and help them take make changes to their jobs to make them more .ownership
- Management should explain to employees the importance of job restructuring and that it is an effective way to improve the value of employees' work and a useless increase the benefits they receive, rather than a punishment or .routine procedure
- Providing incentive rewards to employees who take the initiative to spread knowledge among their colleagues, so that they will exert more active and individual efforts by the rest of the employees in order to reduce knowledge .monopoly
- Activating modern communication and dialogue channels and social media to open the door to disseminating knowledge and conducting knowledge discussions among employees of Iraqi service institutions, which contributes .In service institutions .knowledge monopoly to reducing the phenomenon of

**the reviewer:**

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