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Knowledge Sharing as a Moderator Variable with Organizational Memory to Influence Organizational Innovation: A Descriptive Survey Study in the Federal Integrity Commission in Basrah Governorate

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Abstract
This study investigates the impact of organizational memory on organizational innovation, with knowledge sharing as a moderating factor, in the Federal Integrity Commission in Basrah Governorate. Using a descriptive survey method, data were collected from 260 employees via comprehensive sampling. The research utilized validated questionnaires on organizational memory (Yu et al., 2013; Al-Faouri et al., 2014), knowledge sharing (Hongming et al., 2007), and organizational innovation (Feiz et al., 2019). Cronbach's alpha coefficients exceeded 0.70, confirming tool reliability. The results revealed that organizational memory positively influences innovation, and knowledge sharing significantly moderates this relationship. These findings highlight the importance of fostering both memory and knowledge sharing to enhance innovation within organizations.

Keywords
Organizational Memory, Knowledge Sharing, Organizational innovation, Federal Integrity Commission

Introduction

The need of organizations to change and adapt as a result of the increasing changes and disturbances in organizational environments, the accelerating pace of technological progress, and the spread of behavioral change strategies and techniques indicates the necessity for organizations to adopt an innovative stance to face increasing competition (Nazari & Shahdadnejad, 2011). Organization with higher innovation power are better able to adopt changing conditions and generate new capabilities for business development ,innovation is now recognized as critical enabling tool for creating value and a sustainable competitive advantage for business in dynamic environment (Mansouri et al, 2014). The concept of "organizational innovation" refers to "doing something special," which can be risky, costly, and time-consuming Organizational innovation recognizes by innovative elements and services. Innovation in the organization promotes the development of new technologies, products, services, and techniques (Akhter & Chaity, 2024).

In other word ,organizational innovation is an idea that is implemented to produce new things in the form of services ,products ,business processes , new methods , policies , etc that are necessary for organizational progress .innovation can also be understood as the management of all activities , including the process of generating ideas , developing technology , manufacturing and marketing new product , manufacturing or equipment . because organizational innovation enables an organization to respond to environmental complexities , particularly in highly competitive markets and create source of competitive advantage ,innovative organizations must have qualified personnel innovative leaders and organizations that support innovation (Nugroho & Lutfiyah, 2024).

According to (Camisón & Villar-López, 2011 The development of new or significantly better procedure , new marketing strategy , new organizational technique in commercial activities or a way to structure the workplace or external relations in known as innovation . So the importance of measuring organizational innovation lies in helping organizations understand innovation practices, clarifying the organization's need to maximize the success of innovation practices, and addressing strengths and weaknesses in order to enhance the capabilities of the innovation process (Gamal et al , 2011).

Organizational innovation allows for the organization of the workplace and company 's external relations while also using new organizational methods in work practices ,specifically new methods of organizing work routines and procedures are among the organizational innovations in work practices . workplace innovation that are permitted include the introduction of novel approaches to assign duties and decision making among staff members in order to divide labor as well an novel ideas for organizing operations (Camisón & Villar-López, 2011). In addition, measuring organizational innovation helps in making informed decisions based on objective data, helping in aligning the organization's goals with innovation practices (Saunila & Ukko, 2012).

Therefore, the study of organizational innovation represents one of the ongoing priorities in developed countries (Barbosa, 2014), and this priority is considered a result of organizational survival (Dess & Picken, 2000). Despite the great demand for innovation in a wide range of professional and academic aspects, there is still a lack of its study and evaluation in the organization (Nisula and Kianto, 2013). Also, the increasing awareness of the value of organizational innovation and the orientation towards innovation in order to gain a competitive advantage exists, but most innovation initiatives today take a somewhat limited approach (Crrespell, 2007).

The concept of organizational memory determines how knowledge and experience that organizations possess are reflected in their competencies and experiences and it can be determined when organizations are able to reflect the knowledge and experience acquired from the past in their memory in a positive way on their performance (Celtekligil & Adiguzel, 2021). Organizational memory consists of storing and retrieving old organizational knowledge for use in the present and future (Shirsavar, 2015).

As note (Tao et al, 2010), knowledge assets constitute the organizational memory in the organization, which is a base for acquiring and storing knowledge through organizational learning, to enhance the accumulation and sharing of knowledge, and extracting it from the knowledge base when the organization needs it, as there are many organizational memories in the human brain, and few of them are found in paper documents (or computer storage). According to Atwood (2002) organizational memory is also made up of choices based on implicit knowledge that is concealed in people's abilities and potential as well as experiences and skills gained from working on projects and creating goods

It is important for organizations to use their resources in the most effective way in order to achieve success in their industry (Celtekligil & Adiguzel, 2021). According to research companies that are better equipped to maintain organizational memory and manage their current knowledge have greater stability in the face of turbulence and change , may also quicken learning and foster creativity and innovation (Feiz et al,2019).

The knowledge that makes up organizational memory is dispersed throughout people's minds ,files ,documents and computer memory ,to be used in learning and business operations ,this dispersed knowledge needs to be organized and translated into a cohesive whole . over time ,employee -shared information within the company can become organizational information ,which can then be a source of organizational innovation (Celtekligil & Adiguzel, 2021). As a result organizational memory has two primary functions in the organization interpretation and guidance of work ; its serves as a filter to separate ,categorize and store pertinent information , at same time it directs individual and group work and so influences the organization's ability to absorb information (Tsai, 2008).

Organizational memory also works to develop and enhance the knowledge created by the organization's employees through its creation, organization, dissemination and reuse , Organizational memory mechanisms are supposed to work to acquire and maintain knowledge within the organization while making it retrievable and reusable (Mansouri et al, 2014). Organizational memory can also increase the organization's effectiveness and innovation by supporting work coordination, information management, the organization's response to changes, and setting and striving to achieve organizational goals (Nevo & Wand, 2005).

The Integrity Commission is one of the most important regulatory bodies that has an important role in promoting the culture of ethical behavior in the public and private sectors to ensure the correct, honorable and proper performance of public office duties. From reviewing the previous literature, we found a paucity of studies that addressed the impact of organizational memory on organizational creativity in such organizations in Iraq in general and in Basra Governorate in particular. Accordingly, the research seeks to contribute and enrich the cognitive and practical aspects through the major role played by organizational memory in business establishments in light of knowledge-based business economies and the importance of the concept of innovation for organizations as an indicator of the organization's success.

Also, This impact mechanism model can be applied by future researchers to other organizations and sectors in various regions . thus the goal of the study is to advance the theory of organizational innovation by examining the significance of organizational memory and how it affects employee innovation inside the business and to diagnose the extent of the direct influence relationship between the variable (organizational memory) and the dependent variable (organizational innovation), as well as to diagnose the extent of the moderator influence relationship of the variable (knowledge sharing) in the independent variable (organizational memory) on the dependent variable (organizational innovation). The rest of the article is presented in this order. part 1 consists of a review of the literature and concepts, part 2 deals with the development of hypotheses. Part 3 consists of the methodology and finally part 4 Explains the findings theoretical and practical implications constraints and potential directions for further research

1- Theoretical framework

1-1- organizational memory

Employee turnover is one of the enemies of long-term organizational knowledge, as knowledge exists in the "operating system", and organizational memory constitutes a large part of knowledge in the operating system, which maintains organizational customs, norms and values, as well as strong stability, without which it is difficult for the organization to learn (Tao et al, 2010). Consequently ,one result of organizational learning Is organizational memory , different degrees of organizational memory develop as companies mature and grow and at first the organization develops official and informal routines ,procedures and scripts by learning from experience . Following that , these behavioral patterns and routines are stored in organizational memory , later on organizational memory can be discovered in frames of reference , models , values , beliefs and norms and documents ,buildings and plans are examples of physical artifacts that represent organizational memory (Tsai, 2008).

According to (Lee et al., 2017), organizational memory represents a reservoir of knowledge and experience, the effects of which may be positive or negative, as understanding organizational memory leads to understanding organizational practices. This is done through the process of reproducing and retrieving information from time to time, and thus it is of three types: episodic memory (reflecting the experiences of individual people), semantic memory (representing historical facts), and procedural memory (representing the abilities obtained from learning and practice) (Croasdell, 2001). As a result it serves as a tool for applying historical information to present -day operations which can raise or degrade organizational effectiveness (Stein, 1995).

Previous experiments find that organizational memory facilitates work procedures in stable contexts but hinders efficiency gains when faced with dynamic environments (Miller et al., 2012). Also, its effects appear significantly when following previous procedures of the organization and trying to apply them to the current situation without realizing the rationale for those procedures (Cahill, 1998). The idea of organizational memory also clarifies the structure of retention as well as the procedures involved in acquiring , storing retrieving and using memory in response to performance (Antunes & Pinheiro, 2020).

Different forms of organizational knowledge must be transformed into organizational memory because it may have an impact on ongoing activities ,however a lot of organizational knowledge is too implicit to be stored in a large organizational memory . therefore , organizational memory serves as a tool for knowledge management and is necessary for a knowledge exchange system that encompasses all visible and invisible materials (Tao et al, 2010). Because the structure of organizational memory is linked to processes related to information, its acquisition, retention, and retrieval, it is referred to as the way in which organizations store knowledge for future use. Individual cognitive activities that translate into knowledge acquisition within the organization contribute to building organizational memory (Antunes & Pinheiro, 2020).

1-2- Knowledge Sharing

One of the key components of knowledge management is knowledge sharing , knowledge sharing has been given particular importance because it is the only business entity that grows with usage and sharing and has a larger value than physical business assets (Dinçmen.2010). Knowledge sharing behavior can be felt when an employee distributes the knowledge has acquired to other members within the organization. In the view of many experts, One of the most significant and impactful components of knowledge management is information sharing because when individual knowledge is shared with the entire business it increases organizational efficiency (Feiz et al, 2019).

If the culture of knowledge sharing is not fostered , there is a risk that if an individual leaves the organization ,it will lose this specific knowledge or may not use it properly because it will no longer be available to others , this is because the majority of organizational knowledge is at the individual level where it acquired and completed through daily activities and functions

(Antunes & Pinheiro, 2020). knowledge sharing is the method by which staff members disseminate information and expertise among themselves within the company so that people can exchange knowledge and in most cases produce new knowledge (Feiz et al, 2019). People can exchange knowledge about tasks and expertise within the organization and this knowledge takes the form of an organizational culture (Castaneda & Cuellar, 2020).

In the same context, (Tuna, 2022) explained that The willingness to import information to others is known as knowledge sharing , so employees can consult with coworkers , volunteer , communicate actively and share ideas as ways to share their knowledge with others and intellectual resources cannot be effectively used inside an organization when there is no active knowledge sharing and when knowledge is not shared m both individual and organizational performance suffer. Based on its structure and content , knowledge has been classified by scholars as explicit or implicit .

The former's material is straightforward and dynamic and it can be created , standardized and shared across staff members via text , pictures , videos , data and other formats while the latter demands employees to generate creative ideas , judgment ,or thoughts through concepts ,experiences and other forms that exist only in individual awareness and experience . Tts content is more specialized and unique and it is complex and abstract , research has demonstrated that both explicit and implicit information can improve workers capacity for innovation (Castaneda & Cuellar, 2020). According to (Jo, 2008), Knowledge sharing or the voluntary transfer of learned skills and experiences to others is a crucial because without it , individual knowledge cannot be converted in to organizational knowledge nor can people obtain strategic ideas in place of knowledge that is kept within the organization

1-3-Organizational innovation

The word innovation is an embodiment of the Latin verb (Innovare) which originally means to introduce something new (Sjarbaini 2009) and Drucker described it as the act that endows resources with a new capacity to create wealth (Drucker, 1985). Therefore, innovation management is the practice of new ideas and visions in the business environment to increase competitiveness in the market (Gorp, 2012). Today, organizations aim to defeat competitors and win customers thanks to their personal innovations and skills, and this can be generated through innovation (Urbancova, 2013). Innovation inspires people and policy makers by promising radical change not only in business organizations but also in government organizations through reform programs to meet budget cuts, to meet management needs, to obtain new ideologies or to meet the introduction of communication technologies (De Vries et al., 2016).

In general, organizational innovation refers to a set of necessary innovative capabilities within the organization and among working individuals (Saunila & Ukko, 2012), the results of which are reflected in achieving a competitive advantage on a wide scale (Hage, 1999) by focusing on both the positive side of financial and operational performance (Overstreet, 2012), where the nature of organizational innovation revolves around being a basic weapon for organizations to compete in the business environment (Gumusluoglu & Ilsev, 2009).

By generating new ideas to address the organizational and financial situation or integrating existing ideas in the organization and coming up with an idea or mental image, whether inside or outside the fields, for ways that have not occurred before in order to develop a solution to a problem or organizational situation (Kigour, 2006). Accordingly, organizational innovation is referred to as a process consisting of a set of complex stages that are characterized by dynamism and are more than just generating new ideas (Wong, 2005), as it begins with a strategic goal to provide a sense of employees, an environment that supports innovation, the preference of the organization's leaders for innovation, and the personal tendencies of employees towards innovation (Ashraf & Khan, 2013).

Organizational innovation is divided into two parts: structural organizational innovation (which affects changing and improving responsibilities, accountability, leadership, information flow lines, as well as hierarchical levels), and procedural organizational innovation (which affects the routines, processes, and work of the organization and thus changes and implements new procedures within the organization) (Armbruster et al., 2008).

2- hypotheses development

Previous studies provide empirical confirmation that what has already been learned and stored in organizational memory stimulates innovation (Camisón & Villar-López, 2011). In the case of organizational innovation, organizational memory is an internal source of knowledge that contributes significantly to the introduction of organizational innovation (Mol & Birkinshaw, 2009). This means that the knowledge available to the organization regarding customers or competitors serves as a source of inspiration for organizational innovation (Birkinshaw & Mol, 2006)

It is crucial to give internal organizational factors like learning ability , values , interests and power more weight when analyzing how they influence technological advancement and organizational transformation , innovation is particularly valued as a key driver of strategic change in the business world as it helps organizations achieve favorable results like long -term competitive advantage (Alhashem & Shaqrah, 2012).

According to (Wang, 2023), innovation is the main driving force of economic development, and all organizations attach great importance to it, especially in the new era. No organization can grasp the characteristics of the development of the era except through continuous innovation, adapting and surviving the requirements of this development in the face of fierce competition. The starting point of innovation depends largely on human knowledge, experience and commitment as the main inputs to the innovation process and value creation (Mansouri et al, 2014).

However, there are major obstacles and barriers that prevent this change from taking place within organizations, thus preventing them from reaching an innovative state (Collinson & Wilson, 2006). The positive impact of organizational memory on organizational innovation can be achieved through different channels. Organizational memory can introduce new business practices such as creating databases on best practices, lessons learned, and diverse knowledge. Because organizational memory is a repository of information about organizational history so can be taken into account in current decisions. Therefore, the availability of a strong organizational memory can increase the likelihood of implementing these types of business practices in the company and should help preserve the knowledge acquired by the organization, Likewise, the introduction of workplace innovations will favor organizational memory, Therefore, it is expected that the knowledge stored in organizational memory is able to overcome the concerns associated with collaboration, thus promoting the establishment of innovative relationships between organizations (Camisón & Villar-López, 2011).Based on what was mentioned above, the study assumes the following hypothesis

H1: Organizational memory affects organizational innovation.

Since the main goal of ensuring organizational innovation is to meet the organization's expectations and goals to respond to customers' needs and requirements, the process of knowledge sharing takes place at different levels among individuals and departments in each organization in different ways. In the process of knowledge sharing, the stakeholder who accepts knowledge must be voluntary, in other words, knowledge sharing is sharing it unanimously among individuals without any coercion among stakeholders (Celtekligil & Adiguzel, 2021) Individual cognitive activities that translate through knowledge acquisition within the organization contribute to building organizational memory. This is one of the reasons why the organization maintains knowledge of the past even when key employees leave the organization, replacing lost knowledge acquired through experience, which raises new challenges (Antunes & Pinheiro, 2020).

Because organizational memory itself has the characteristics of storage and maintenance, the information held by the organization can help it make decisions and lead it to more innovative areas. This requires it to transform all kinds of relevant knowledge in the organization into organizational memory, which is explicit and implicit ,The information in organizational memory can actually support the current activities of the organization and provide support for its decision-making, The greatest feature of organizational memory is that it gradually accumulates various information related to the organization, which helps it in the long-term development of the organization, which can guide the organization's innovative behavior (Wang, 2023).

Organizational memory works to enhance, develop and expand organizational knowledge by integrating different dispersed knowledge in the organization through sharing, acquisition, organization, dissemination and reuse (Jacobsen, 2004). In fact, the main responsibility of organizational memory is to prepare the knowledge required to carry out current responsibilities through which the organization can learn many lessons from their behaviors when they look back; thus, the organization has continuous learning based on organizational memory, which increases the effectiveness of the organization (Feiz et al, 2019). In addition, organizational memory helps to use procedures and tools to save and retrieve organizational knowledge and also provides the possibility of organizational learning and its continuous improvement, which facilitates the process of organizational innovation (Eun Park & Bunn, 2003).

The results of research by a group of researchers indicate that organizations that can manage knowledge effectively enjoy better stability in the face of environmental turbulence, and are able to accelerate the learning process and create creativity and innovation (Wexler, 2002). According to social exchange theory, knowledge sharing among employees is also a kind of social exchange behavior. The more explicit knowledge sharing is in the organization, the more employees with strong organizational commitment have sufficient work-related information such as technical standards and work processes, and the more complete the knowledge structure employees need for innovation ,

The more implicit knowledge sharing is in the organization, mean the easier for employees with strong organizational commitment to exchange ideas, generate new ideas, and respond to organizational knowledge sharing through work innovation (Yang & Li, 2023). Calantone &

Cavusgil (2002) also claimed that when an organization creates a highly conducive learning environment, its innovation capacity and innovation performance can be improved through active cognitive interaction processes(Calantone & Cavusgil ,2002). Lin (2007) revealed that an organization can achieve more innovation through knowledge sharing after it has acquired the necessary information(Lin,2007) .

Bavik et al (2018) hypothesized that through knowledge sharing, employees are provided with relevant information to help them achieve individual innovation(Bavik et al,2018). The results of the study conducted by (Perry-Smith & Shalley ,2003) indicated that information exchange and knowledge sharing among team members are positively related to innovation performance. (Wang, & Hu, 2020) agreed that knowledge sharing positively affects innovation performance. (Hanifah et al, 2022) highlighted that knowledge sharing has a significant impact on the innovation performance of a company.

Through the effective selection of organizational members, the organizational memory system transfers the information collected during the knowledge sharing process, Organizational memory can effectively transfer organizational resources to knowledge so that the efficiency and performance of the organization can be improved, Also, organizational memory can collect knowledge in any form such as documents, literature, files, culture, beliefs, routines, etc., and can store knowledge within effective transitional links so that organizational members can extract, exchange and share it (Tao et al, 2010). Based on this, the following hypothesis can be formulated

H2: knowledge sharing has an Moderator effect of on organizational memory and its impact on organizational innovation.

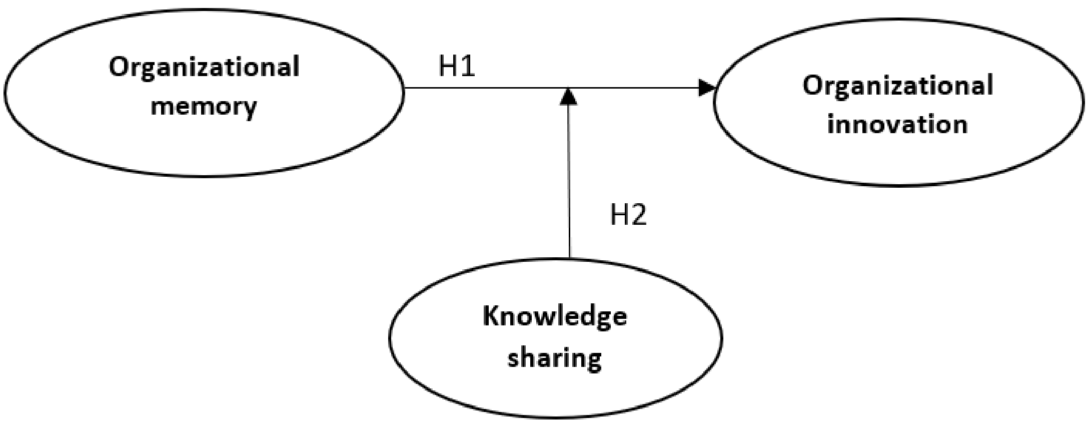

Figure 1. Conceptual framework of study

Methods

3-1. Sample and procedure

The questionnaire was used to collect data. The study relied on the comprehensive sample enumeration method. The questionnaire was distributed directly to a sample of (260) employees working in the Integrity Commission in Basra Governorate. The number of completed questionnaires valid for analysis was (220), as the excluded questionnaires were empty or contained missing data at high rates. The rights of the respondents were protected by ensuring their anonymity, as well as maintaining the validity of the processes used and avoiding violating the constitutionally protected rights of the respondents in any way. Table 1 shows the characteristics of the sample.

Table 1. Sample characteristics

Sample category	Categories	N	%
Gender	Male	139	63.2
	Female	81	36.8
	Total	220	100
Age	<30	33	15
	31-40	60	27.3
	41-50	75	34.1
	>50	52	23.6
	Total	220	100
Experience	<5	25	11.4
	5–10	65	29.5
	11–20	90	40.9
	>20	40	18.2
	Total	220	100
Qualification	Less than Bachelor	40	18.2
	Bachelor	133	60.5
	Higher degree	47	21.3
	Total	220	

Source: Author' own creation based on outputs of SPSS

3-2 Measures

The survey consists of scales representing three variables. The scales used were taken from previously published articles. The organizational memory scale was taken from scales found in articles conducted by (Yu et al, 2013) (Al-Faouri et al, 2014) and consists of 13 questions. The organizational innovation scale consisting of 10 questions was used by)Hongming et al., 2007(. The knowledge sharing scale consisting of 10 questions was obtained from the scale developed by)Feiz et al., 2019(. A 5-point Likert scale was adopted, ranging from "strongly disagree" to "strongly agree".

A number of statistical methods were also used and employed to describe and analyze data related to the study variables and test its hypotheses. And by relying on the computer for a package of ready-made application programs (SPSS. V. 22 (and the program (AMOS. V.20 (. and among these methods such as (Cronbach's α and Item-Total-

Correlation) to express internal consistency or the extent to which the test produces results that are almost similar under similar conditions and at all times. and (Means) were used to determine the level of response of the study sample towards the main variables and their dimensions. And (Standard Deviation) to determine the degree of dispersion of answers from their arithmetic mean. Also ((Pearson's Correlation) to determine the direction of the relationship between the variables and dimensions of the study to support the hypotheses.. Finally, path analysis was adopted: determining the direct and indirect effects of the independent variables on the dependent.

Results and Discussion

3-3-1- Reliability of Study Scale

Reliability is defined as the ability of the tool to give the same results if the measurement is repeated on the same people several times under the same conditions (Drost, 2011). One of the methods for measuring the Reliability of the questionnaire is (test and retest). This method is based on the analysis of (Item-Total Statistics), which measures the extent of the association between a single paragraph and the paragraphs of the study tool in general, as the values obtained for the final questionnaire that obtain a correlation of more than (0.40) indicate the strength of the stability of the tool and its good reliability (Field, 2009). As shown in Table (2).

Another analysis was used to ensure the reliability of the tool, which is represented by the analysis of (Cronbach's Alpha), which was suggested by Cronbach in order to take into account those scales that are divided into axes or sub-dimensions and is based on the logic of the ratio of the true degree that represents all the variance shared by all the paragraphs to the total variance of the scale. The greater the test results are than (0.70) for the study variables, the stability and internal consistency of this scale used can be considered good (Pallant, 2011). as shown in Table (2) is to follow. The Result should be clear and concise. It should be written objectively and factually, and without expressing personal opinion. It includes numbers, tables, and figures (e.g., charts and graphs). Number tables and figures consecutively in accordance with their appearance in the text.

This section should explore the significance of the results of the study. A combined Results and Discussion section is also appropriate. This section allows you to offer your interpretation and explain the meaning of your results. Emphasize any theoretical or practical consequences of the results.

Table 2. The stability of the study scale and questionnaire items

Variables	Cronbach's Alpha if Item deleted	Items	Corrected Item-Total Correlation	Items	Corrected Item-Total Correlation
Organizational memory	.776	Q1	.574	Q2	.600
		Q3	.589	Q4	.562
		Q5	.638	Q6	.581
		Q7	.626	Q8	.629
		Q9	.558	Q10	.635
		Q11	.574	Q12	.561
		Q13	.577	Q14	.554
Knowledge sharing	.773	Q15	.581	Q16	.574
		Q17	.564	Q18	.561
		Q19	.615	Q20	.633
		Q21	.619	Q22	.580
		Q23	.606	Q 24	.633
Organizational innovation	.784	Q25	.601	Q26	.575
		Q27	.560	Q28	.581
		Q29	.562	Q30	.551
		Q31	.586	Q32	.604
		Q33	.575		

Source: Author own creation based on outputs of spss22

As shown in Table (2) for the Cronbach's alpha test, the values were high for each variable, which means that the stability coefficient is high, and thus the reliability of the questionnaire was confirmed, making it suitable for analyzing the results and testing the hypotheses. We also find from the results of the table above that the questionnaire paragraphs exceeded the specified acceptance rate (0.40), and thus it was kept without deleting or hiding any of the paragraphs due to its high reliability.

3-3-2- Descriptive statistics and correlation coefficient

Descriptive statistics aims to describe, organize, classify, summarize and display a set of data in a clear manner and form it in tables or charts and calculate different statistical measures to describe a variable (or more) in a society (Cohen et al., 2013). the most important statistical measures are the mean, which measures the balance point in a set of data, and the standard deviation, which measures the amount of dispersion of values around the arithmetic mean (Berenson, et al., 2012).

To analyze the relationships between variables only, Pearson correlation analysis was used to estimate the degree of linear correlation and the extent of the existence of a linear relationship between two variables and the direction of this relationship. The value of the correlation coefficient ranges between (1+) and (-1), where the positive sign means a direct relationship between the two variables, while the negative sign means an inverse relationship between the two variables (Filled et al., 2009). Thus, the closer the results are to (1+), the stronger the positive correlation between the variables being analyzed, while the correlation that approaches (-1) is a strong negative correlation (Trochim & Donnelly, 2001).

Table 3. Descriptive statistics and correlation coefficient

	Variables	Mean	SD	1	2	3
1	Organizational memory	3.50	0.955	1		
2	Knowledge sharing	3.16	1.054	0.663*	1	
3	Organizational innovation	2.99	1.114	0.648*	0.675*	1

Source: Author own creation based on outputs of spss22

The results from Table (3) indicate that the arithmetic mean of organizational innovation is (2.99), organizational memory is (3.50), and knowledge sharing is (3.16), while the standard deviations are appropriate and not large. As for the correlation relationships, both organizational memory and knowledge sharing are positively related to organizational innovation , i.e. the more the organization cares about its organizational memory and encourages its employees to share their implicit and explicit knowledge, the more the amount of innovation increases in it.

3-3-3- Testing Hypothesis

In order to test the relationships of influence between variables according to the hypotheses that were set in the study, the researcher used path analysis, which is used to clarify the influence between variables in simple relationships that are done by drawing paths (Hier et al., 2010). This test is based on a series of analyses with the assumption of a causal relationship between variables and drawing paths that indicate the exchange of the relationship between them (Kothari, 2004).

The path analysis table consists of an Estimate Regression that shows the amount of what the independent variable explains from the dependent variable, and the Critical Ratio (C.R) that shows the level of differences between the weights of deviations and corresponds to the value of (t). In order for the hypothesis to be acceptable, the values of (C.R) should be Greater than 1.96, with a significance level of $p<0.05$ (Tabachnick & Fidell, 2001).

Table 4. Testing Hypothesis

Direct Effect	Variables	Estimate	S.E.	C.R	P
	OM ---> OI	0.361	0.094	3.840	***
Moderator effect	OM ---> OI	0.361	0.094	3.840	***
	KS ---> OI	0.370	0.033	11.21	.022
	OM*KS ---> OI	0.533	0.058	9.189	.003

Source: Author own creation based on outputs of AMOS.V.20

It is clear from Table (4) that the results of the direct impact of organizational memory on organizational innovation have achieved a slope estimate of (0.361) and a critical value of (C.R) (3.840), which means that there is a direct positive and significant impact relationship between them, and this indicates the acceptance of the hypothesis (organizational memory impact on organizational innovation), i.e. organizational memory explains the value of (0.361) of organizational innovation, i.e. the adoption and interest of the organization in organizational memory will lead to significant qualitative improvements that lead to organizational innovation.

Also, through the aforementioned table (4) that clarifies the path of the second main hypothesis, we find that there is a direct and significant effect relationship for the moderator role of knowledge sharing in the relationship between organizational memory and organizational innovation. It has been shown that the result of the interaction of knowledge sharing and organizational memory has a positive effect on organizational innovation by an amount of (0.533) and (C.R) of (9.189) and this indicates the acceptance of the hypothesis (knowledge sharing has an moderator effect on organizational memory and its effect on organizational innovation) as we find that the result of the interaction has achieved a greater effect than if one of the variables worked alone, i.e. The presence of sharing of tacit and explicit knowledge helps in preserving the organizational memory and thus positively reflects on organizational innovation in the organization.

4- Discussion

4-1- Theoretical Implications

The current study contributes to shedding light on the role of organizational memory in organizational innovation in the workplace because to improve the competitiveness of any organization and sustain innovation in it, it is necessary to have a strategy to preserve its cognitive capital because it is often vulnerable to losing the knowledge stored by individuals with accumulated experience over many years of service, and to form organizational memory by creating a positive work environment for employees.

This requires attention to attracting individuals who have high levels of readiness and desire to share their implicit and explicit knowledge. Therefore, the current study adds to the available literature in this field, and works to expand the research base in this aspect of studies. The study proposes the idea that the organization does not only have employees who have the ability to recall and remember, but it is also in the same way and even independent of them through its organizational memory.

At the same time, the study indicated that this memory can be managed and enhanced by its employees and by their sharing of their implicit and explicit knowledge alike. According to that viewpoint an organization is a collection of contextual fields where what is known as "organizational memory " represented by recurring routines , practices and processes appears rather than presuming that the organization as a person or as a thing possesses cognitive and perceptual abilities .

4-2. Practical Implications

Based on the insights we have drawn from our study, a large set of implementable administrative implications emerge, confirming the possibility of generalization across organizational contexts. The results of this current study, which confirmed the existence of a statistical relationship between organizational memory and the level of organizational innovation, indicate that improving the level of organizational memory and knowledge retention and sharing techniques is reflected in the high level of innovation in the organization.

Also, paying attention to all information and updating it continuously and storing it by building knowledge repositories to document all information about the organization's internal and external environment and storing it and establishing a special department to collect and store all information about competitors in the environment and documenting all developments in the environment as well and having a database for all information and knowledge related to workers and updating it and working to measure worker satisfaction and following up on the measurement results and documenting them periodically contributes to the organization having a more distinctive and innovative performance.

4-3- Limitations and future research

Its important to take into account the limitations of this study . in terms of the sample data the article's sample area's size and scope are insufficient and the study conclusions have limited degree of external validity . to increase the significance of the study and generalize the findings the research area the range of organizations and comparison and analysis of the samples can all be further broadened and enhanced in the future . Response bias in the study may have resulted from respondents' bias based on their job, length of service, age, and duration of environmental commitment.

Follow-up studies should take these biases into account and reduce their impact on the results of the study as well. Because at the present time, the field of technology techniques such as artificial intelligence techniques is modern, it has not focused on linking artificial intelligence to organizational memory, although organizational memory represents the technical aspect of knowledge in organizations. Therefore, it is important in the future to benefit from artificial intelligence techniques in building and representing the organizational memory of organizations in a way that contributes to achieving innovation and competitive advantage.

Conclusion

The purpose of this study was to investigate the relationship between organizational memory and organizational innovation. This study aims to fill the knowledge gap and enhance our knowledge of the extent to which employees in the Integrity Commission in Basra Governorate care about their organizational memory and analyze its cognitive component. Moreover, The literature has not studied this moderator role comprehensively. The research provides empirical evidence supporting the moderator role of knowledge sharing. Knowledge sharing plays an important role in building the organizational memory of the organization, as this process is the spirit that drives the organizational memory in terms of updating or effectiveness. This importance appears prominently when the organization's performance increases or the degree of innovation increases. The Federal Integrity Commission can embody its organizational memory either by creating knowledge bases or by creating information bases that can be in its knowledge stores or information stores. It makes access to these stores available to organizational members and they are updated continuously, and makes knowledge and information sharing part of its organizational culture.

Appendix. Variables scale of study

Organizational memory: (Yu et al,2013) (Al-Faouri et al ,2014)

a. In our organization we widely share organizational routines among our employees and groups.
b. In our organization we have a knowledge base to refer to when we analyze our customers' needs
c. -We have a knowledge base to refer to in dealing with recurring problems
d. Our organization maintains information related to its overall strategic objectives.
e. Our organization maintains information related to its customers' strengths and weaknesses.
f. Our organization maintains information related to its customers' addresses and contact information.
g. Our organization maintains information related to past events and actions regarding our organization's process
h. Our organization maintains information related to the rules governing its work.
i. Our organization maintains information related to procedures for dealing with routine processes.
j. Our organization includes standard procedures for dealing effectively with customer complaints.
k. Our organization stores the standard procedures we follow to determine our customers' needs.
l. Our organization stores past experiences on how best to deal with employee problems.
m. Our organization maintains information in the IT department regarding exceptions, non-standard disturbances and response guidelines.
n. Knowledge sharing : (Feiz et al ,2019) - In our organization , new working skills are often shared and are learned in the context of work with my colleagues
o. untuk In our organization , colleagues often share the new working skills that they learn in the context of work with others
p. In our organization , we often share the new information that we acquire in the context of

work with colleagues

q. In our organization , our colleagues often share the new information that they acquire in the context of work
r. In our organization , sharing knowledge with colleagues is regarded as something normal in the context of work
s. In our organization , our colleagues often share working skills, in the context of work with others
t. In our organization we often share working skills in the context of work with colleagues when others ask
u. In our organization , our colleagues often share information that they know, in the context of work
v. In our organization we often share information that we know in the context of work with our colleagues members in our organization often exchanges knowledge of working skills and information in the context of work

Organizational Innovation : (Hongming et al.,2007)

a. Our members often bring many different ways to improve workflow
b. Our organization is working on developing new performance appraisal systems that make managers more knowledgeable about employees.
c. Managers want to use pioneering methods in organizing all employees to achieve business goals.
d. Our organization is working on implementing new financial control systems to ensure the effectiveness of the organization's actual and planned performance.
e. There is an emphasis in our organization on introducing administrative innovation activities and specializing in practicing the organization's administrative work on the computer and self-evaluation programs.
f. Our organization is working on creating new systems in management, which is considered a matter of utmost importance for the success of the organization.
g. Our organization is able to implement new administrative systems used in international organizations.
h. Our organization is working on making the process of improving the services provided continuous and advanced.
i. Our organization is working on providing or developing technological services in a new way.
j. In our organization, managers receive specialized training in external courses for the purpose of developing their expertise in the services provided

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