Journal of Theoretical and Applied Information Technology
15th February 2018. Vol.96. No 3

ISSN: 1992-8645 www.jatit.org E-ISSN: 1817-3195

AN INTEGRATED MODEL OF KNOWLEDGE MANAGEMENT ENABLERS AND ORGANIZATIONAL CREATIVITY: THE MEDIATING ROLE OF KNOWLEDGE MANAGEMENT PROCESSES IN SOCIAL SECURITY CORPORATION IN JORDAN

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ABSTRACT

This paper intends to make a contribution to the overall understanding of the relationship of organizational creativity to the enablers of knowledge management, including culture, structure, people and information technology, through examining the role of knowledge management processes, comprising the creating, sharing and codification of knowledge, as a mediating factor in this relationship. This research Integrated three well known models in KM area; Lawson's model (2003) for identifying one of the knowledge management enablers; Organizational Culture, Lee & Choi Model (2003) for measuring the other enablers; Structure, People, Information Technology and the Allameh Model (2011) in order to measure knowledge management process as a mediating factor. The study aims to find out the impact of these factors in Organizational creativity, An empirical survey study has been adopted in this research paper by distributing questionnaires amongst social security corporation employees in Jordan. A total of 572 questionnaires were collected and analyzed using the smart Partial Least Square (PLS) technique. The main findings derived showed that knowledge management enablers, namely people and structure support, affect organizational creativity better with the mediate factor (KM process), whilst other enablers, namely culture and IT support, do not impact organizational creativity without a mediating role (KM Process). This paper might be valuable for academic people who are considered with understanding the linkage between organizational creativity and knowledge management enablers, furthermore, the paper might be helpful for scholars to discover additional mediating factors in this relationship; consequently, these new mediators possibly raise the organizational creativity.

Keywords: *Creativity, Knowledge Management Enablers, Knowledge Management Process.*

1. INTRODUCTION

The concept of organisational creativity has been defined in literature differently; it is a process of capturing concepts, principles that are related to organisational development and transformation, which may result from exploring new ways of completing work and that are based on individual inherent creativity [27]. However; knowledge management may also be defined as the management of organisational knowledge in order to create value and initiatives to improve sharing, storing and creating knowledge [33]. From such definitions, it may be stated that both organisational creativity and knowledge management have the same objective, with both aiming at creating new knowledge and ways of doing work. Furthermore, knowledge management enablers, including structure, culture, people and information technology, are acknowledged as factors that enable the better application of knowledge management, providing mechanisms in the organisation to foster knowledge [40] and helping to facilitate knowledge-sharing whilst protecting knowledge amongst organisations.

Organisations today need to understand the use and capture of knowledge in order to provide better services and products. Moreover, managers' efforts today need to consider creativity, knowledge management, KM process

ISSN: 1992-8645 www.jatit.org E-ISSN: 1817-3195

and innovation as imperative strategies in order to pioneer in the field of competitiveness, in which knowledge management identifies the extraction of the systematic ways of doing work; on the other hand, creativity allocates the necessary time and resources in the creation of new ways of thinking. Personnel training also plays a critical role in this.

The importance of this study trunks of the fact that knowledge management process has acritical role in achieving organizational creativity and innovation by knowledge creation, codifying and sharing [10], For this reason, this paper analyses previous studies that has shortage in studying the role of mediate factor (KM Process) and attempts to identify the relationship amongst knowledge management enablers, KM processes and organisational creativity. Furthermore reaserchers in this study was motivated to present the integrated model since it provide a new idea of linking KM enablers and processes in a competitive environment like Social Security Corporation in Jordan. This environment in Social Security Corporation has been selected since it is one of the most governmental corporations in Jordan that seeks to improve its organizational creativity and innovation by knowledge management programs and other techniques, Moreover the social security corporation competes other governmental agencies in Jordan to achieve King Abdulla II Award for Excellence in Government Performance and Transparency; this will apparently lead for better organizational creativity and knowledge management processes.

2. LITRATURE REVIEW

2.1 Knowledge Management Benefits

In more recent years, knowledge management has become a critical subject for discussion. Organisations with power of knowledge can improve their competitive advantage, workers' skills and innovation. Some researchers have considered knowledge management as a valuable business tool in today's organisations [49] and as significant organisational resources [2]; however, knowledge management systems aim to support the creation, transfer and application of knowledge in organisations. Accordingly, as a result of all previous benefits of knowledge management, knowledge may be seen as a key source of advantage [22]. It can enhance innovation and creativity capabilities by distinguishing and clarifying between knowledge and information in mind of reducing the side effects of information overload in organisations [32], as well as by providing a suitable environment for workers to receive explicit knowledge, which then may be turned into individual knowledge. On the other hand, tacit knowledge can be successfully transferred between workers, with new knowledge then created by workers [39].

2.2 Knowledge Management Enablers Definition

A number of factors have been considered as enablers of knowledge management, as documented by many resources and literature written in this field. For example, Lee & Choi [30] used culture, structure and people as social perspective enablers and the information technology as a technical perspective enabler. Moreover, Lawson [29], in his model of innovation and capability, also used culture and climate as enablers of knowledge management, resulting in an end to innovative performance. Furthermore, Chin [10] provides a summary of these enablers from different points view, including management leadership, culture, motivation aids and IT. Another study by Woong [50] includes team activity, learning orientation and reward as KM enablers, which is comparable to the study by Yu *et al*. [52]. This summary concludes that all the researchers in the field of knowledge management identify KM enablers across four main categories, namely strategy and leadership, corporate culture, people, and information technology.

2.3 Knowledge Management Process Definition

By reviewing the literature in the field of knowledge management processes, the conclusion can be drawn that, thus far, there is no solid classification for those processes in different disciplines [10]. Furthermore, there is a lack in introducing processes in similar sequence from the level of data and information verification to the stage of the executive of the processed knowledge, whilst the impacts of using knowledge management processes have been tested, subsequently emphasising that they can improve performance, with employee satisfaction improving the level of knowledge employment creativity [5].

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Knowledge management processes can be divided across various dimensions, namely knowledge creation, knowledge acquisition, organisation of knowledge, knowledge sharing and knowledge implementation. Furthermore, another classification of knowledge management process has been discussed by Fattahiyan *et al*. [17] through consideration to organisational structure, knowledge acquisition, knowledge application and knowledge protection. The study found a significant relationship of these processes in line with organisational performance. Ooi [38] discussed knowledge management activities in terms of knowledge gaining, knowledge distribution and receptiveness to knowledge. In addition, Lee *et al*. [31] highlight these processes as knowledge formation, knowledge accumulation, knowledge sharing, knowledge utilisation, and knowledge internalisation [1]. Subrahmanyam [46] illustrates KM processes in an integration research model with TQM as comprising knowledge identification, knowledge acquisition, knowledge transfer, knowledge integration, knowledge implementation, archival/retention and transfer/dissemination, and provides the assurance that the loss of critical knowledge has been recognised as one of the central problems in any organisation. By reviewing the literature in the field of knowledge management processes, it can be concluded that most of the used and common processes include knowledge creation, sharing and codification [35]; thus, for this reason, these three knowledge processes are used in this research model.

2.4 Organisational Creativity Definition

There are several definitions of creativity used in the literature in this field, all of which agree that creativity is viewed as part of the process of generating new ideas [26]. If this idea is devised by organisational members or employees, it is then referred to as organisational creativity [18]. Rezaei [40], on the one hand, linked creativity and innovation to knowledge management. The results of this linkage help to achieve a better competitive advantage for organisations. Hooge et al, [24], on the other, have hand linked the success of organisational creativity to the needs of radical innovation capabilities rather than using the traditional approach for achieving a creative and innovative organisation.

The early articles published in the field of organisational creativity have discussed the definition of the concept of organisational creativity by listing its benefits, which is considered as helping organisations to explore and achieve creative solutions within an organisation so as to solve many different issues. Furthermore, organisational creativity helps organisations to capture new and valuable experiences. Gurteen [21]defined creativity as 'trying to make a change in the social or economic purpose of the organisation'. This definition agrees with ours in regards organisational creativity, through which creativity requires change that within the organisation. Ekvall [15] also discusses an instrument to measure and validate structures, organisational setting and climate in organisations, which helps in organisational creativity. However, Cirella *et al*. [12] used this model to explore organizational creativity amongst firms within the creative industries in the UK. All of these researchers have discussed and tested the Creative Climate, which is considered an essential factor to the success of the organisational creativity. Laird & McLean [28] also agrees with Ekvall and Cirella, focusing on the social environment that can affect the creative behaviour rather than focusing on individuals, as in the case of other studies in the field of creativity.

3. THE INEGRATED KM ENABLERS MODEL

By using earlier studies related to the topic of this paper, the researchers propose a study model by choosing the most common and widely used factors across these studies. This study integrated three models; Lawson's model [29], Lee & Choi Model [30] and Allameh Model [6] to find out the effect of these factors in organizational creativity when incorporated in one model as well as while KM Processes used as a mediate factor as previous studies Allameh [6] stated there is a need to conduct more research in this area.

Saulais & Ermine [41] seek to explain the link between knowledge management and innovation, with an analysis showing the relationship as increasing the intellectual capital value recognised as an evolutionist process Al-Khalil et al [4]. Gurteen [21] devised a framework to discuss creativity and innovation concerns in applying and creating new knowledge.

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The Integrated model includes three dimensions, as shown in Figure 1. Firstly, independent variables referred to as knowledge management enablers, which include five factors (culture, structure, vision and strategy, people, information technology), with the first four factors falling under a social perspective, whilst the last (information technology) falls under the technical perspective. Secondly, a mediating variable referred to as the knowledge management process. Finally, a dependent variable recognized as organizational creativity.

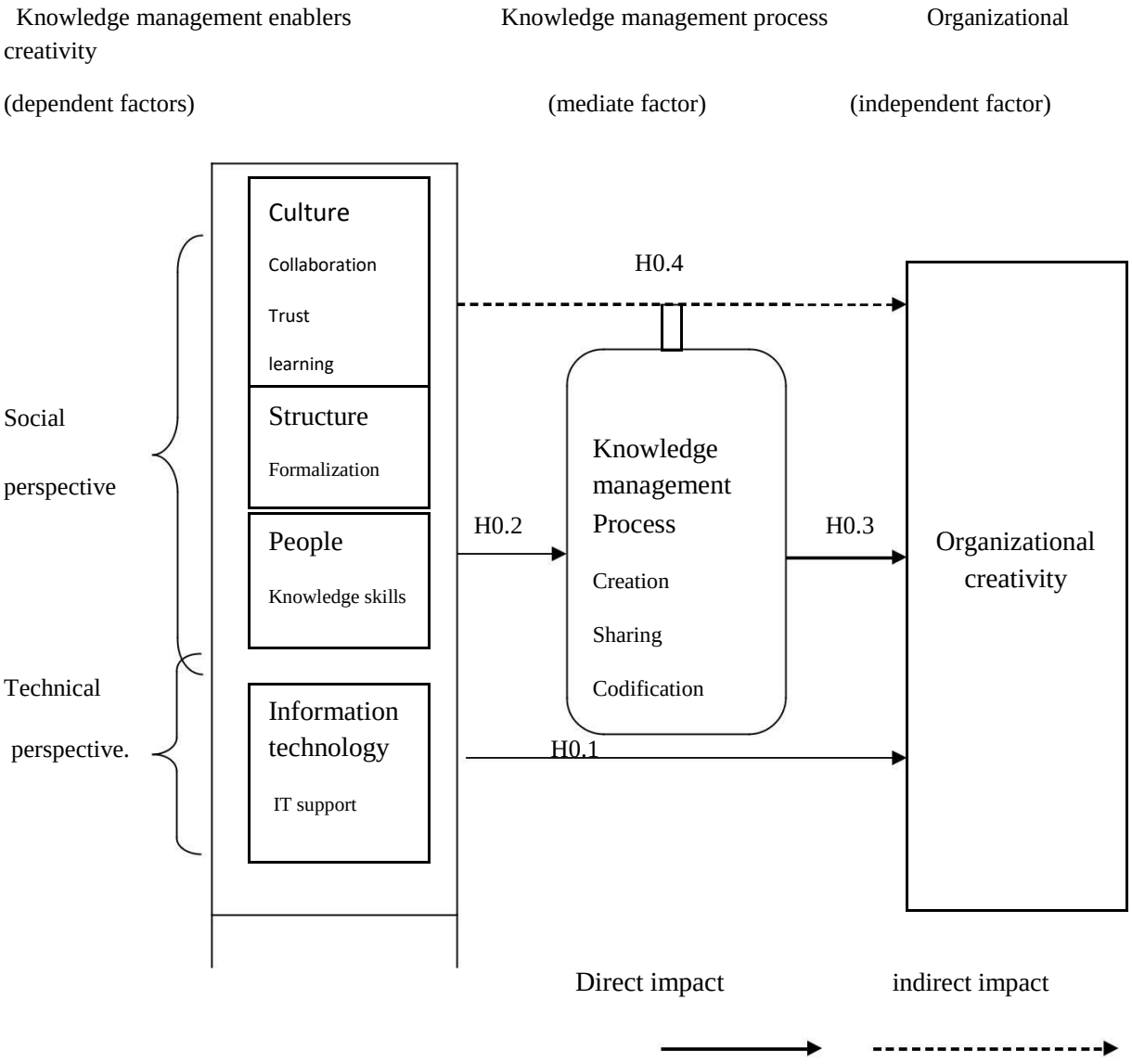

Figure 1: [Study Integrated Model] From knowledge management enablers to organisational creativity model

3.1 Constructs Measurement

Figure 1 details seven elements (culture, structure, people, strategy and vision, information technology, knowledge management process, organisational creativity), To ensure content validity, the selected items in the instrument were operationalized using validated

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items from prior researches to ensure the validity of the content, where the scales used to measure the research constructs that were adapted from previous studies on knowledge management enablers, knowledge management process and organisational creativity appears in table 1-Appendix1. details the research constructs measurement and items, and measures the scale references for each factor. Based on (Table 1-Appendix1) the researchers tested the following hypotheses.

Firstly, the paper argues the direct effects of knowledge management enablers/factors and organisational creativity in H1. Thus, H1 is divided into four sub-hypotheses, as follows:

H1.1 Culture has an influence on organisational creativity in social security corporations in Jordan at ($\alpha \leq 0.05$).

H1.2 Structure has an influence on organisational creativity in social security corporations in Jordan at ($\alpha \leq 0.05$).

H1.3 People have an influence on organisational creativity in social security corporations in Jordan at ($\alpha \leq 0.05$).

H1.4 IT has an influence on organisational creativity in social security corporations in Jordan at ($\alpha \leq 0.05$).

Secondly, the paper argues the direct effects of knowledge management enablers on knowledge management processes in H2. Therefore, H2 is divided into four sub-hypotheses, as follows:

H2.1 Culture has an influence on KM processes in social security corporations in Jordan at ($\alpha \leq 0.05$).

H2.2 Structure has an influence on KM processes in social security corporations in Jordan at ($\alpha \leq 0.05$).

H2.3 People have an influence on KM processes in social security corporations in Jordan at ($\alpha \leq 0.05$).

H2.4 IT has an influence on KM processes in social security corporations in Jordan at ($\alpha \leq 0.05$).

Thirdly, the paper argues the direct effects of the knowledge management process and organisational creativity in H3, as follows:

H3.1 The knowledge management process has an influence on organisational creativity in social security corporations in Jordan at ($\alpha \leq 0.05$).

Finally, the paper argues the indirect effect between knowledge management enablers factors mediation through the knowledge management process on organisational creativity. Therefore, H4 is divided into five sub-hypotheses, as follows:

H4.1 The knowledge management process has mediated the relation of culture and organisational creativity in social security corporations in Jordan at ($\alpha \leq 0.05$).

H4.2 The knowledge management process has mediated the relation of structure and organisational creativity in social security corporations in Jordan at ($\alpha \leq 0.05$).

H4.3 The knowledge management process has mediated the relation of vision and strategy and organisational creativity in social security corporations in Jordan at ($\alpha \leq 0.05$).

H4.4 The knowledge management process has mediated the relation of people and organisational creativity in social security corporations in Jordan at ($\alpha \leq 0.05$).

H4.5 The knowledge management process has mediated the relation of IT and organisational creativity in social security corporations in Jordan at ($\alpha \leq 0.05$).

4. RESEARCH METHODOLOGY

A quantitative method has been used in this research paper, notably through the application of a survey approach to gather data. The researchers selected a questionnaire method to gather the data related to proposed model of organisational creativity, which helps to analyse

ISSN: 1992-8645 www.jatit.org E-ISSN: 1817-3195

the way in which social security corporations in Jordan use knowledge enablers and knowledge management processes so as to improve organisational creativity However, the researchers have used the Partial Least Square (PLS) method in order to examine the data collected during this study; this statistical method was used since it was recognised as the most suitable in regards the effects of independent factors on dependent ones with the existence of the mediating factor (knowledge management process) Furthermore, PLS has parameters that are recognised as the latest and most practical in the literature, written in that same type of studies [3].

4.1 Survey Size

According to the 21 branches for social security corporations in Jordan selected as the research population, an online questionnaire was distributed over the official social security corporation website in Jordan so as to represent the research population (all members and employees in the corporation). Firstly, the social security corporations in Jordan consisted of 1,350 working employees distributed across 21 branches in different locations in Jordan, with 1,000 of these employees recognised as knowledge workers with computers who perform their tasks through the use of technology. Secondly, 357 employees are support staff working in the corporation, such as in the roles of cleaners and drivers, etc.; therefore, this part of the research population was excluded from the survey questionnaires. As a result, 1,000 questionnaires were distributed, with 571 returned. All 571 questionnaires were fully completed. Finally, based on the parts of the social security corporations in Jordan, a total of 571 questionnaires were used for analysis. Furthermore, the survey size for 21 social security corporations and the number of questionnaires distributed across all three types of the corporations are presented in Table 2.

Table 2: Parts of the corporation

Parts of corporation	Number of parts of the corporation	Number of employees in these parts	Number of returned questionnaires from these parts
Branch	16	782	350
Sub-branch	3	48	42
Centralized Directories	18	527	179
Total	37	1357 employees	571

5. DATA ANALYSIS AND RESULT

5.1Demographic Data Results

The study population comprises 386 male respondents with a total percentage of 68% and 185 female responders with a total percentage of 32%. Additionally, the largest group of respondents (222 or 39%) ranged between 35 and 45 years of age. The smallest group (34 or 14.2%) of respondents were younger than 25 years old. Furthermore, the largest group of respondents (314 or 55%) were found to have a BA, whilst the smallest group in terms of qualifications related to PhD employees (14 or 2%). The largest group of respondents (166 or 29.1%) indicated that their years of experience ranged from 10 to 15 years, whilst the smallest group of respondents (4 or 1.7%) indicated that their years of experience ranged from 5 to 10 years. The largest group of respondents (342 or 60%) indicated that their job role was ordinary employee, whilst the smallest group of respondents (4 or 1%) indicated that their job role was consultant. Lastly, the largest group of respondents (350 or 61%) indicated that their role was as a branch employee, whereas the smallest group of respondents (42 or 8%) indicated that their workplace was a sub-branch. This demographic data is detailed in Table 3-Appendix2.

5.2 Constructs Measurements Analysis

The smart Partial Least Square-Structure Equation Modelling (PLS-SEM) software has been adopted in this work as an approach to analysis in order to examine and anayse the data associated with all hypotheses. Accordingly, the expert data analysis and testing carried out by the researchers through the adoption of two respective stages [8]; investigated the content, convergent and discriminant validity of variables, and further implementing data testing in regards each of the inidivudal hypotheses, in line with the study framework.

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5.2.1 Path Loadings for the Integrated Model

In accordance with the preliminary stage, all factor loadings were found to value at least 0.55, which therefore means all factors linked with the study framework were correct and therefore deemed valid for analysis [16]. Figure 2 provides an overview of the path loadings results across all variables associated with the suggested framework

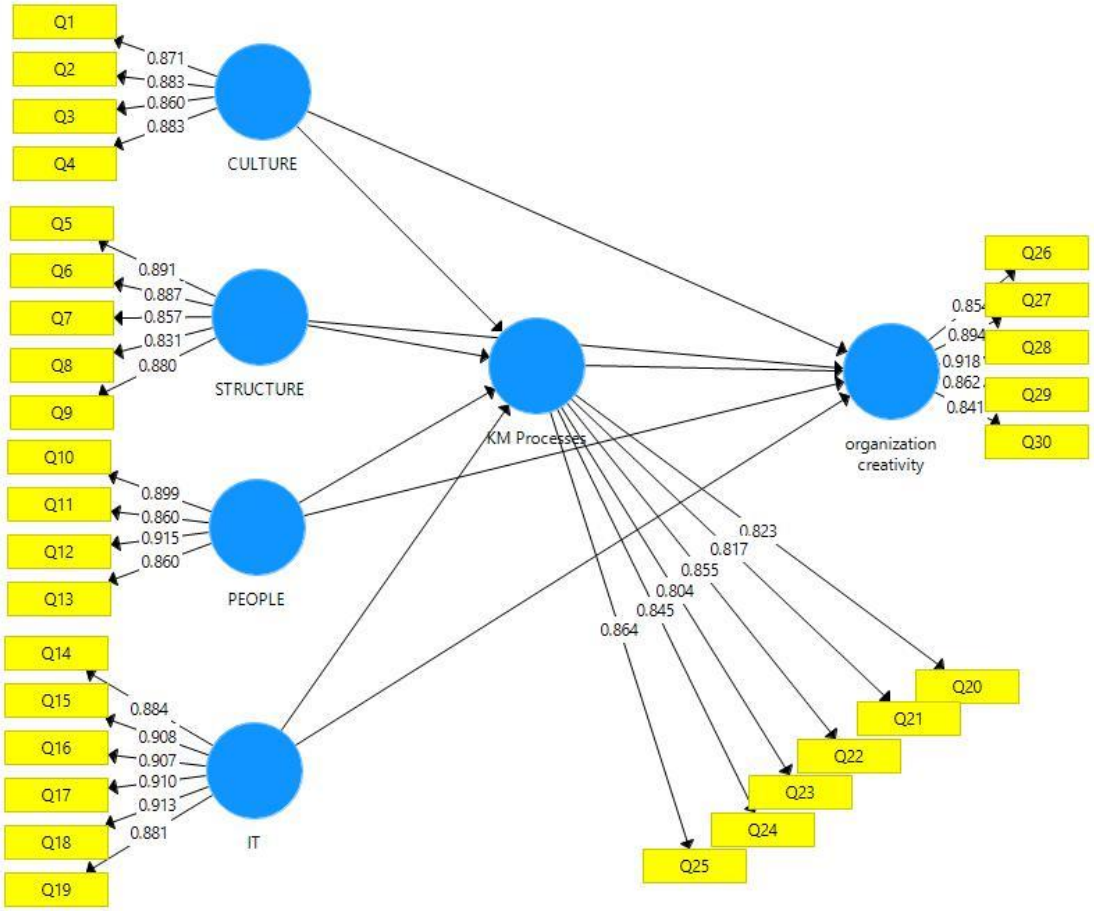

Figure 2: Path loadings for the Integrated Model

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Figure 2 depicts the six individual elements, notably comprising the knowledge management enablers of culture, structure, people, IT, KM processes and organisational creativity. Furthermore, Table 4 provides a generalised overview of the factor loadings of the different research constructs.

Table 4: Constructs measurement

Variables	Item	Factors loading	Result
Knowledge Management enablers Culture	Q1	0.871	Accept
	Q2	0.883	Accept
	Q3	0.860	Accept
	Q4	0.883	Accept
Knowledge Management enablers Structure	Q5	0.891	Accept
	Q6	0.887	Accept
	Q7	0.857	Accept
	Q8	0.831	Accept
	Q9	0.880	Accept
Knowledge Management enablers People	Q10	0.899	Accept
	Q11	0.860	Accept
	Q12	0.915	Accept
	Q13	0.860	Accept
Knowledge Management enablers IT	Q14	0.884	Accept
	Q15	0.908	Accept
	Q16	0.907	Accept
	Q17	0.910	Accept
	Q18	0.913	Accept
	Q19	0.881	Accept
Knowledge Processes	Q20	0.823	Accept
	Q21	0.817	Accept
	Q22	0.855	Accept
	Q23	0.804	Accept
	Q24	0.845	Accept
	Q25	0.864	Accept
organizational creativity	Q26	0.850	Accept
	Q27	0.894	Accept
	Q28	0.918	Accept
	Q29	0.869	Accept
	Q30	0.841	Accept

In line with Table 4, it is possible to validate and therefore accept all items owing to the fact that, for all indicators, the standardised path loadings were found to exceed 0.55, meaning all are recognised as [16].

5.2.3 Reliability and Validity Test

The reliability and validity established in any research survey is ultimately influenced by the survey being well designed. In this vein, it would be accurate to state that these are the simple standards when evaluating the study's accuracy and validity. In an effort to ensure the chance of receiving incorrect responses is lessened to the greatest possible extent, two particular components in the study design need to be taken into account: reliability and validity. In order to ensure validity, focus was directed towards two different elements of the process, firstly through questioning various experts and professionals on how to identify problems and potentially vague questions, and to determine whether or not such questions would be considered reasonable, and secondly testing the overall level of understanding in the questions phrasing. Following professional review, a number of recommendations were presented, including the addition, removal and modification of various items in the initial questionnaire.

ISSN: 1992-8645 www.jatit.org E-ISSN: 1817-3195

In order to ensure the items in the questionnaire were recognised as both valid and reliable, Table 5-Appendix3 has been created so as to explain the Cronbach Alpha (CA) result, Composite Reliability (CR) result, and Average Variance Extracted (AVE) result for all model constructs. In terms of internal consistency reliability: Cronbach's alpha was applied as the lower bound of the internal consistency reliability, with all CA and CR results recognised as being at least the minimum recommended value of 0.65 [36], which therefore suggests that all variables possessed acceptable reliability. One of the most widely adopted criterion inherent in regards convergent validity is the AVE [19], where an AVE value of at least 0.50 is recognised as suggesting that a construct can rationalise more than half of its indictators' variance, which therefore highlights adequate convergent validity. Importantly, all fo the AVEs detailed in the table can be seen to range in value from 0.756 through to 0.811, meaning all constructs satisfy the convergen validity.

5.2.4 Discriminant Validity Test

The calculation of Latent Variable Correlations is carried out in mind of calculating the discriminant validity, which suggests that a construct needs to share a greater proportion of variance with its measures than with other constructs detailed in a particular framework [19]. The results of the Latent Variable Correlations (discriminant validity) can be seen in the table below, with all constructs clearly seen to demonstrate a greater degree of variance with their indicators when contrasted alongside other constructs.

In line with Table 6-Appendix4, the findings suggest acceptable discriminant validity, where all of the correlation coefficients should not be greater than 0.8 so as to ensure multicollinearity between factors is not included. Any correlation coefficient found to exceed 0.80 would ultimately suggest an issue in terms of multicollinearity [23]. Following measurement model testing, with attention directed towards all parameters as detailed above, the framework may be viewed as both valid and reliable.

5.2.5 R (Square) Test

Path coefficient results values provide a clear insight into the link between all constructs in line with those mediation constructs used and those not used. As such, it was recognised that the application of the R (Square) test would be warranted in order to explain such interpretation capacities. The table below provides an explanation as to the values of R (Square).

The R (Square) value, Table 7 linked with the variable KM enablers factors, without the adoption of KM processes as a mediation variable, was found to be 0.70, meaning it exceeded 25%; this defines a satisfactory and accepted prediction level in line with that suggested in the work of Gaur & Gaur [20]. In regards the value of the R (Square) related to the KM enablers factors variable and with the use of KM processes as a mediation variable, on the other hand, the value was recognised as 0.80, therefore exceeding 25%. This therefore may be expressed as an acceptable prediction level, in line with that emphasised by Gaur & Gaur [20]. Moreover, the R (Square) value is recognised as having changed from 70% to 80%; this may be inferred to mean that KM processes increased the percentage of R (Square) by as much as 10% when applied as the mediation variable in the framework under examination.

Table 7: R (Square) value

Relation	R (Square)
Influence of KM Enablers factors on Organizational Creativity without mediation by KM Processes	0.736
Influence of KM Enablers factors On Organizational Creativity with mediation by KM Processes	0.80

ISSN: 1992-8645 www.jatit.org E-ISSN: 1817-3195

5.3 Hypotheses Testing

The logical analysis was implemented by the researchers in order to complete testing on the suggested framework so as to provide a comprehensive conclusion regarding the findings linked with the hypotheses through the adoption of the Bootstrapping analysis in smart PLS software. Lastly, through the conduction of the test, the rate of (T value) for all Influence of KM Enablers factors on Organisational Creativity, notably without the mediation of KM Processes, has been established. This can be seen in Figure 3.

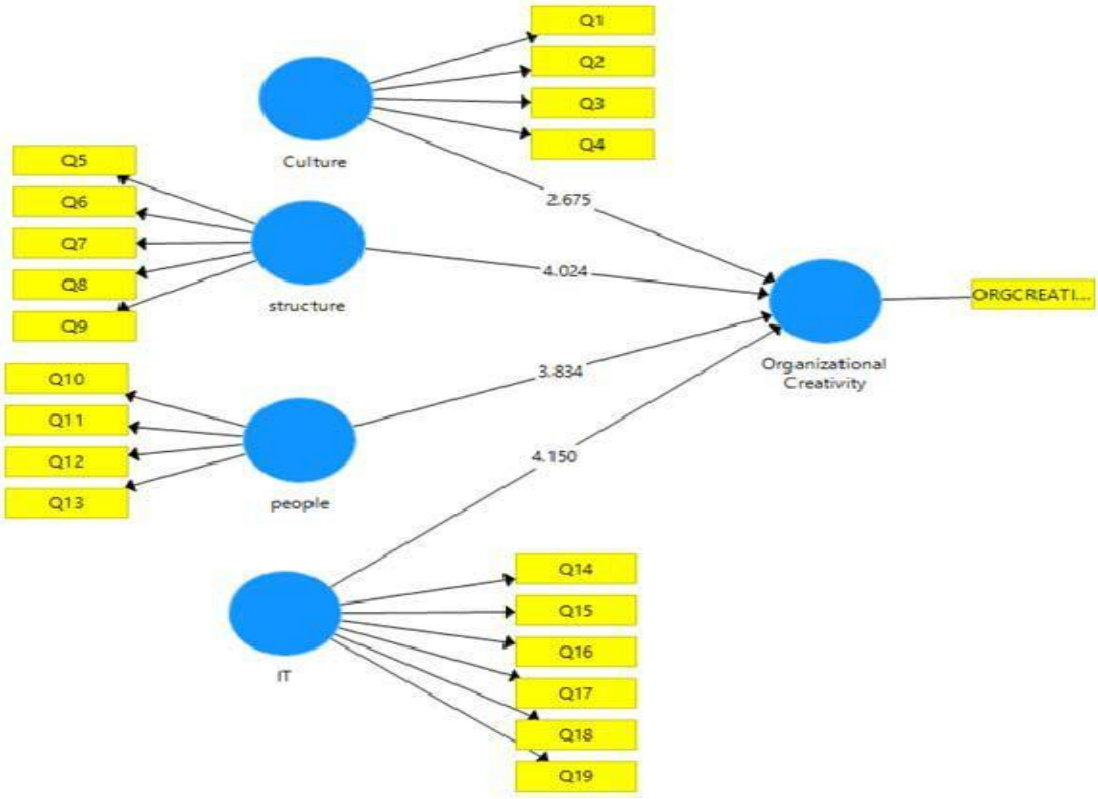

Figure 3: *Bootstrapping (T value) for KM Enablers factors on Organisational Creativity without the mediation of KM Processes*

The rate of the (T value) can be seen in Figure 3, which focused on testing the hypotheses associated with the four individual KM enablers factors, namely culture, people, structure, and technology support, on Organisational Creativity, without the application of KM Processes as a mediation variable. Table 8 details these results and their values

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Table8: Test results of KM Enablers factors on Organisational Creativity without the mediation of KM Processes

Relation (direct effect)	T value	Beta value
KM enablers factors (culture) on Organizational Creativity	2.675	0.153
KM enablers factors (structure) on Organizational Creativity	4.024	0.311
KM enablers factors (people) on Organizational Creativity	3.834	0.238
KM enablers factors (technology support) on Organizational Creativity	4.150	0.231

As a first point, this report discusses and considers the direct influences stemming from knowledge management enablers factors and organisational creativity, as outlined in H1. Accordingly, H1 is broken down into four individual sub-hypotheses, as follows.

In Table 8, the hypothesis analysis results are seen to be clarified for H1.1: Culture has an influence on organisational creativity in social security corporations in Jordan at ($\alpha \leq 0.05$), where the statistics T value was found to be (2.675) whilst the (Beta) Value ratio was (0.153), which provides a clear specification as to the alteration of one amount in Culture as reasoning a change equal to (0.153) in organisational creativity. Accordingly, it may be stated that culture has a positive influence on organisational creativity in social security corporations in the context of Jordan.

Additionally, Table 8 clarifies H1.2: Structure has an influence on organisational creativity in social security corporations in Jordan at ($\alpha \leq 0.05$), where the statistics T value was found to be (4.024), whilst the (Beta) Value ratio was (0.311), which provides a clear specification as to the alteration of one amount in Structure as reasoning a change equal to (0.311) in organisational creativity. Accordingly, it may be stated that structure has a positive influence on organisational creativity in in social security corporations in the context of Jordan.

Table 8 also clarifies H1.3: People have an influence on organisational creativity in social security corporations in Jordan at ($\alpha \leq 0.05$)., where the statistics T value was found to be (3.834), whilst the (Beta) Value ratio was (0.238), which provides a clear specification as to the alteration of one amount in People as reasoning a change equal to (4.150) in organisational creativity. Accordingly, it may be stated that People has a positive influence on Social Security corporations in the context of Jordan.

Lastly, Table 8 clarifies H1.4: IT has an influence on organisational creativity in social security corporations in Jordan at ($\alpha \leq 0.05$), where the statistics T value was found to be (4.150), whilst the (Beta) Value ratio was (0.231), which provides a clear specification as to the alteration of alteration of one amount in Technology support as reasoning a change equal to (0.231) in ERP Implementation success. Accordingly, it may be stated that the ERP Vendor Environment has a positive influence on Organisational Creativity in social security corporations in the context of Jordan.

As a second point, the test found (T value) influences KM Enablers factors on Organisational Creativity with the mediation of KM Processes. The (T value) for the research framework can be seen in Figure 4.

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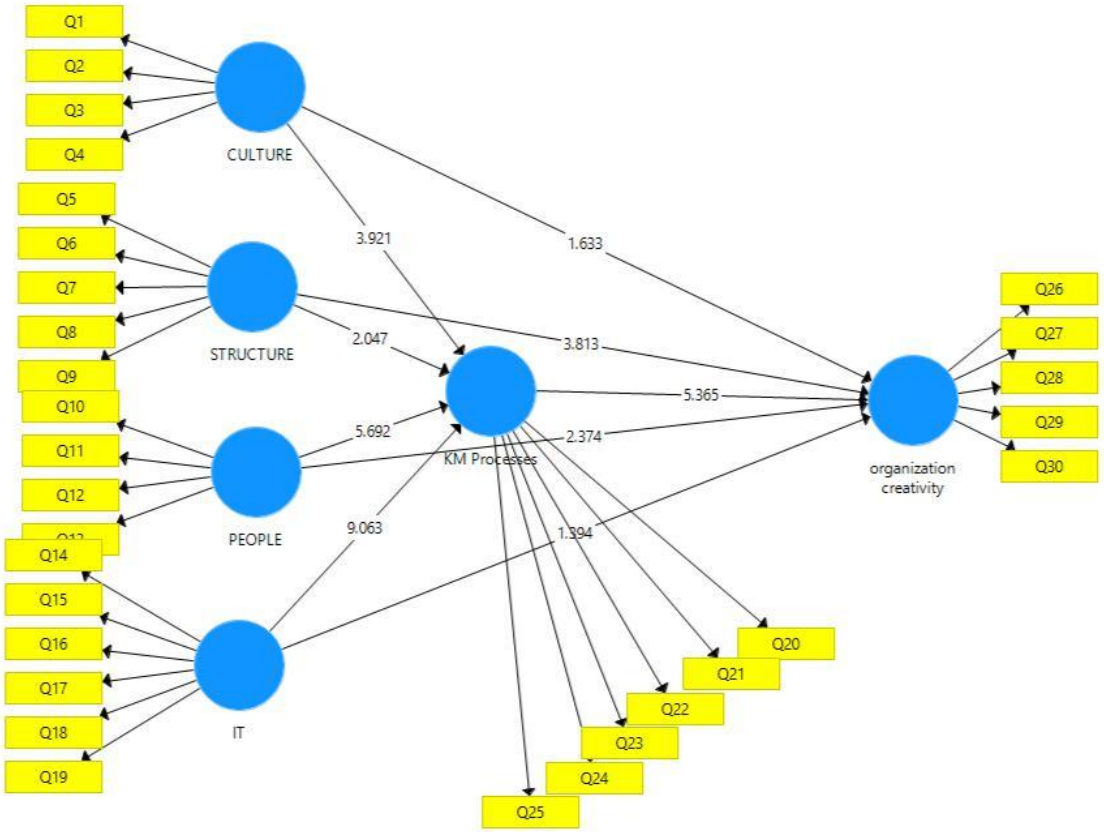

Figure 4: *Bootstrapping (T value) KM Enablers factors on Organisational Creativity with the mediation of KM Processes (Study Model)*

In line with Figure 4, the researchers established the (T value) through the adoption of the Smart Partial Least Square (PLS-SEM), which examined and tested all hypotheses associated with KM Enablers factors, namely culture, structure, people and IT, and KM Processes. Table 9 provides a summarised overview of the results.

Table 9: Test results for KM enablers and KM processes

Relation (direct effect)	**T value**	**Beta value**
KM Enablers (culture) And KM Processes	3.921	0.183
KM Enablers (structure) And KM Processes	2.047	0.126
KM Enablers (people)	5.692	0.294
And KM Processes		
KM Enablers (IT) And KM Processes	9.063	0.375

This report focuses on the direct influences associated with knowledge management enablers in line with knowledge management processes. In this vein, H2 is devised and accordingly broken down into four individual sub-hypotheses, as discussed as follows:

The results detailed in Table 9 provide clarification for H2.1: Culture has an influence on KM processes in social security corporations

ISSN: 1992-8645 www.jatit.org E-ISSN: 1817-3195

in Jordan at ($\alpha \leq 0.05$), where the statistics T value was found to be (3.921), whilst the (Beta) Value ratio was (0.183), which provides a clear specification as to the alteration of one amount in Culture as reasoning a change equal to (0.183) in KM Processes. Accordingly, culture may be seen to have a positive influence on KM processes in in social security corporations in Jordan.

Table 9 further clarifies H2.2: Structure has an influence on KM processes in social security corporations in Jordan at ($\alpha \leq 0.05$), where the statistics T value was found to be (2.047), whilst the (Beta) Value ratio was (0.126), which provides a clear specification as to the alteration of one amount in Structure as reasoning a change equal to (0.126) in KM processes. Accordingly, structure shows a positive influence on KM processes in social security corporation in the context of Jordan.

Table 9 provides clarification as to H2.3: People has an influence on KM processes in social security corporations in Jordan at ($\alpha \leq 0.05$), where the statistics T value was found to be (5.692), whilst the (Beta) Value ratio was (0.294), which provides a clear specification as to the alteration of one amount in People as reasoning a change equal to (0.294) in KM processes. Accordingly, People shows a positive influence on KM processes in social security corporations in the context of Jordan.

Lastly, the hypothesis analysis results detailed in Table 9 clarify H2.4: IT has an influence on KM processes in social security corporations in Jordan at ($\alpha \leq 0.05$), where the statistics T value was found to be (9.063), whilst the (Beta) Value ratio was (0.375), which provides a clear specification as to the alteration of one amount in IT as reasoning a change equal to (0. 375) in KM processes in social security corporations in Jordan. Accordingly, IT may be seen to have a positive influence on KM processes in social security corporations in the context of Jordan.

Furthermore, as can be seen when examining Figure 4, the (T value) test in the smart Partial Least Square.

(PLS-SEM) is applied in this work in order to analyse the hypotheses linked with KM processes and organisational creativity. In this vein, a summary of the results are provided in Table 10.

Table 10: Test results for KM processes and organisational creativity

Relation (direct effect)	T value	Beta value
KM processes and organizational creativity	5.365	0.390

Table 10 clarifies the acceptance of H3.1: Knowledge management processes have an influence on organisational creativity in social security corporations in Jordan at ($\alpha \leq 0.05$), where the statistics T value was found to be (5.365), whilst the (Beta) Value ratio was recognised as (0.390), which provides a clear specification as to the alteration of one amount in Knowledge management processes as reasoning a change equal to (0.390) in organisational creativity. Accordingly, knowledge management processes may be seen to have a positive influence on organisational creativity in social security corporations in the context of Jordan.

Table 11-Appendix5 clarifies the acceptance of H4.1: Knowledge management processes are recognised as mediating the link between culture and organisational creativity in social security corporations in Jordan at ($\alpha \leq 0.05$). Culture is recognised as not having any impact on Organisational Creativity, whereas the statistics T value has been recognised as (1.633), with the KM processes seen to have a significant influence on Organisational Creativity, where the statistics T value was found to be (5.365). Furthermore, the (Beta) Value ratio for (Indirect Effect) was calculated at (0.071), which provides a clear specification as to the alteration of one

1. Discussion and Implications

As can be seen in the last section, the statistical analysis results highlight that the T value test result was adopted through the use of the smart Partial Least Square (PLS-SEM) in order to confirm the variety of KM processes as adopting a mediatory role in the link between KM Enablers (culture, people, structure, and technology support) and Organisational Creativity. Details can be found in Tables 11,12,13 and 14 respectively. Organisational Creativity in social security corporations in the context of Jordan.

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amount in Culture on KM processes as reasoning a change equal to (0. 071) in Organisational Creativity. Accordingly, Knowledge management processes is recognised as being completely mediated between Culture and

It is apparent from table 12-Appendix6 that Knowledge management processes mediate the relation of Structure and Organisational creativity in social security corporations in Jordan at ($\alpha \leq 0.05$). It may be seen that Structure has an influence on Organisational Creativity, where the statistics T value was found to be (3.813), with KM processes recognised as having a key influence on Organisational Creativity, where the statistics T value was found to amount to (5.365). Furthermore, the (Beta) Value ratio for (Indirect Effect) was calculated (0.049), which provides a clear specification as to the alteration of one amount in Structure on KM processes as reasoning a change equal to (0. 049) in Organisational Creativity. Accordingly, Knowledge management processes are recognised as partially mediated when considering Structure and Organisational Creativity in social security corporations in the context of Jordan.

likewise, Knowledge management processes are seen from table 13-Appendix7 to mediate the link of people and Organisational creativity in social security corporations in Jordan at ($\alpha \leq 0.05$). People has an influence on Organisational Creativity, in which the statistics T value was found to be (2.374), with KM processes recognised as demonstrating a key impact on Organisational Creativity, where the statistics T value was calculated as (5.365). Furthermore, the (Beta) Value ratio for (Indirect Effect) is seen to be (0.114), which provides a clear specification as to the alteration of one amount in people on KM processes as reasoning a change equal to (0. 114) in Organisational Creativity. As a result, Knowledge management processes can be seen to be partially mediated between People and Organisational Creativity in social security corporations in Jordan.

What is more Knowledge management processes are seen from table 14-Appendix8 to mediate the relation of IT and Organisational creativity in social security corporations in Jordan at ($\alpha \leq 0.05$). Owing to IT being recognised as having no impact on Organisational Creativity, the statistics T value was seen to be (1.394), with KM processes demonstrating a significant influence on Organisational Creativity, where the statistics T value was found to be (5.365). Furthermore, the (Beta) Value ratio for (Indirect Effect) has been calculated at (0.146), which provides a clear specification as to the alteration of one amount in IT on KM processes as reasoning a change equal to (0. 146) in Organisational Creativity. Accordingly, Knowledge management processes may be seen to adopt a complete mediated role between IT and Organisational Creativity in Social Security corporations in the context of Jordan.

The implications of this study are both practical and theoretical. At the practical level an investigation shows firstly; whether the institute is using the enablers of knowledge management and implementing KM processes which in turn affects the improvement and advanced in organizational creativity. Secondly; the study shows a significant role of KM enablers on organizational creativity with the mediate factor KM processes and this means that organization cant benefit from KM enablers to improve their organizational creativity without a clear use and understanding of KM processes, However, social security corporation and any other governmental institution in Jordan with similar circumstances must put in its consideration the ways must be taken to identify and enhance its knowledge management processes in order to achieve better organizational creativity. as well as to develop the appropriate policy, procedure, and funds to ensure this KM framework can be deployed in sustainable ways with considerable effects.

At the theoretical level; first; If we compare previous research and work in the field of Knowledge management and this research, we will find that this research clearly characterized by providing new integrated model that facilitates understanding of the relationship between KM enablers and organizational creativity, and which most of today's organizations seek to achieve in order to survive. Second; This integrated model is necessary, especially when applying the study in one of the most important institutions in Jordan; It is a general organization of financial and administrative independence that is always striving for excellence, transparency, social protection, economic development, and ensuring justice in the achievement of social security and economic development, therefore organizational creativity plays a critical role in such institution, which can be achieved in different ways such as

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knowledge management and its processes. This research framework is new of its kind which dealt with these two issues and came out with the above. At the end more empirical research is needed to determine the ways and extent to which this KM framework can be adopted in other public domain in Jordan.

2. Conclusion and Future Research

At the onset of this paper, focus was directed towards developing more in-depth insight into the direct and indirect relationships between knowledge management enablers and organisational creativity. Upon concluding this study, the indirect relationship centered on the link between culture and organisational creativity could not be validated, with acceptance recognised only in line with the presence of the mediating factor, notably knowledge management processes, which ensures the value of the role adopted by KM processes in the provision of innovative and creative systems in large-scale firms, such as the Social Security Corporations in Jordan. Nonetheless, the hypothesis centred on the role played by IT support in organisational creativity is also rejected, with the role of the mediating factor KM processes the only vein to be accepted, which suggests that all IT hardware, software and telecommunication advances, as well as those in the database of the social security corporation, do not provide contributions or influences in terms of organisational creativity; rather, it contributes only in terms of knowledge creation, sharing and codification (KM processes) . Moreover, the present study highlights a link in structure, in one way, and people, in another way, in line with organisational creativity; this link provides improved indicators in regards the KM processes role. Thus, knowledge management processes are valuable in regards organisational creativity in social security corporations in the context of Jordan. Such a finding may be considered in line with other firms of comparable circumstance and operations.

***Appendix (construct coding) Available upon request**

Without question, however, there is a need for further research with emphasis placed on establishing other components that could adopt a mediatory role in improving organisational creativity. In addition, Social Security Corporations and other similarly large-scale entities need to apply their policies in mind of improving attitudes and ethics that enrich the culture of creativity, thus meaning new ideas are introduced into and implemented within the firm. Lastly, organisational management needs to make sure their staff are on board in terms of acknowledging the creation and sharing of knowledge, and the definitions of such, through courses or workshops teaching of the advantages to be garnered in the IT sector in its corporation.

ACKNOWLEDGEMENT

We thank social security corporation in Jordan for supporting this research, we also thank our colleagues there who provided insight and expertise that greatly assisted the research. We would also like to show our gratitude to Nadia Alrawabdeh, General director of a social corporation in Jordan, for assistance with supporting the distribution of questionnaires over the official employee portal in all social security departments in Jordan and for comments that greatly improved the manuscript. We thank Abdallah Abujamous, chief assistant of general director in a social security corporation in Jordan for sharing his pearls of wisdom with us during the course of this research.

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ISSN: 1992-8645 www.jatit.org E-ISSN: 1817-3195

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Table (1)- Appendix1 construct measurement (adapted from previous studies)

Variable	Items	Measure	Measure scale reference
Culture	CU1	1. This corporation value trust, and sociability to encourage knowledge sharing .	[9], [14], [25], [28], [30], [34], [44], [48]
	CU2	2. Collaboration environment and group work used in this corporation to help knowledge workers share their knowledge.	
	CU3	3. The reward system in this corporation enrich channels of knowledge management and sharing specifically.	
	CU4	4. We have Trust culture in this corporation that can help and estimate knowledge creation and sharing.	
Structure	ST1	1. Organizational structure in this corporation promotes divisions that holds and share information.	[6], [13], [30], [37], [42], [47]
	ST2	2. The organizational structure in this corporation rewards having, using and sharing information with my colleagues which helps in effective knowledge management within the organization.	
	ST3	3. Organizational structure in this corporation is flat.	
	ST4	4. Structure in my corporation is decentralized which enhance sharing and applying knowledge.	
	ST5	5. Structure formalization in corporation prevent communicating knowledge.	
People	PE1	1. This corporation manage knowledge worker who create and share knowledge.	[11], [51]
	PE2	2. Management recruit and admit new blood to the corporation that have the required kills.	
	PE3	3. employee incentive program always used to improve employee skills and encourage for knowledge sharing	
	PE4	4. this corporation provide training courses to enhance and encourage learning	

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Technological support (IT)	IT1 IT2 IT3 IT4 IT5 IT6	1. Information technology in this corporation heavily enable communication of information and then enhance knowledge management 2. This corporation owns a suitable IT infrastructure that is capable to support knowledge management architecture. 3. Our corporation Invest in IT which raise the level of knowledge management project. 4. Knowledge transfer can be enhanced when using information technology. 5. IT used in this corporation helps better in storage and codification of knowledge. 6. IT support automating some tasks in the corporation which enhance transforming tacit into explicit knowledge .	[3], [7], [13], [34], [43], [45]
Knowledge management process 1. Knowledge creation 2. Knowledge sharing 3. Knowledge codification	KC1 KC2 KS1 KS2 KCO1 KCO2	1. We contact our clients regularly to identify their needs in present and future. 2. Our system provide its users best practice and success stories we can learn from other organization. 3. Our corporation aims are clear and well known by all corporation members. 4. This corporation has a periodically meeting to inform employee about the corporation achievement and innovation. 5. Employee in this corporation usually use and consults its database. 6. Our database kept up to date all the time.	[1],[11],[13],[30],[33]
Organizational creativity	OC1 OC2 OC3	1. Managers in this corporation can receive the ideas of employees without intermediaries. 2. my corporation respect its people. 3. Our corporation believe that its employee help their corporation to	[18], [40]

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		grow.	
	OC4	4. my corporation main goal gives attention to satisfying its clients and community.	
	OC5	5. our corporation employee enjoy their job security and other features in this corporation	

Table (3)- Appendix2 Demographic data

Description	Variable	Result	Percentage
Gender	Male	386	68%
	Female	185	32%
Age	Less than 25	15	3%
	25- less than 35	193	34%
	35- less than 45	222	39%
	45- less than 55	121	21%
	More than 55	20	3%
Qualifications	Grade 12 in school and less	91	16%
	Diploma	63	11%
	BA	314	55%
	Master	89	16%
	PhD	14	2%
Experience	Less than 5 years	155	27%
	5- less than10 years	85	15%
	10- less than 15 years	166	29.1%
	More than 15 years	165	28.9%
Job vacancy	Consultant	4	1%
	Management manager	22	4%
	Directorate manager	75	13%
	Department manager	128	22%
	Employee	342	60%
workplace	Centralized Directories	179	31%
	Branch	350	61%
	Sub-branch	42	8%

Table

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Table (5)-Appendix3 validity and reliability results

Constructs	**Cronbach Alpha (CA)**	**Average Variance Extracted (AVE)**	**Composite Reliability (CR)**
Culture	0.897	0.764	0.928
Structure	0.919	0.756	0.939
People	0.906	0.781	0.935
IT	0.953	0.811	0.963
Knowledge Processes	0.913	0.698	0.932
Organizational Creativity	0.923	0.764	0.942

Table (6) Discriminant validity-Appendix4

Constructs	Culture	IT	KM Processes	People	Structure	Organizational creativity
Culture	**1.00**					
IT	**0.718**	**1.00**				
KM Processes	**0.788**	**0.825**	**1.00**			
People	**0.785**	**0.759**	**0.828**	**1.00**		
Structure	**0.839**	**0.762**	**0.814**	**0.846**	**1.00**	
Organizational Creativity	**0.768**	**0.760**	**0.841**	**0.798**	**0.817**	**1.00**

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Table 11-Appendix5: Test results for KM Enablers (Culture) and Organisational Creativity mediating by KM processes

Relation	Direct effect	Direct effect	Indirect effect	Total effect	Total effect
	T value	**Beta**	**Beta**	**T value**	**Beta**
Culture on KM processes	3.913	0.183		3.913	0.183
KM Processes on Organizational Creativity	5.365	0.390		5.365	0.390
KM Enablers and Organizational Creativity mediating by KM processes			0.071		
Culture on Organizational Creativity	1.633 **Fully mediate**	0.083		**0.155**	2.876

Table 12-Appendix6: Test results for KM Enablers (Structure)and Organisational Creativity mediating by KM processes

Relation	Direct effect	Direct effect	Indirect effect	Total effect	Total effect
	T value	**Beta**	**Beta**	**T value**	**Beta**
Structure on KM processes	2.047	0.126		2.047	0.126
KM processes on Organizational Creativity	5.365	0.390		5.365	0.390
Structure and Organizational Creativity mediating by KM processes			0.049		
Structure on Organizational Creativity	3.813 **Partially mediate**	0.258		4.133	0.307

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Table 13 Appendix7: Test results for KM Enablers (people) and Organisational Creativity mediating by KM processes

Relation	Direct effect	Direct effect	Indirect effect	Total effect	Total effect
	T value	Beta	Beta	T value	Beta
people on KM processes	5.692	0.294		5.692	0.294
KM processes on Organizational Creativity	5.365	0.390		5.365	0.390
people and Organizational Creativity mediating by KM processes			0.114		
people on Organizational Creativity	2.374 **Partially mediate**	0.126		3.806	0.241

Table 14 Appendix8: Test results for KM Enablers (IT) and Organisational Creativity mediating by KM processes

Relation	Direct effect	Direct effect	Indirect effect	Total effect	Total effect
	T value	Beta	Beta	T value	Beta
IT on KM processes	9.063	0.375		9.063	0.375
KM processes on Organizational Creativity	5.365	0.390		5.365	0.390
IT and Organizational Creativity mediating by KM processes			0.146		
IT on Organizational Creativity	1.394 **Fully mediate**	0.086		4.362	0.232