The Role of Organizational Knowledge Sharing in Achieving Organizational Empowerment Through Applying the British International Standard (BS10500:2011) to Combat Bribery Among Employees at Al-Rasheed Bank in Iraq

دور تبادل المعرفة التنظيمية في تحقيق التمكين التنظيمي من خلال تطبيق المعيار الدولي البريطاني (BS10500:2011) لمكافحة الرشوة بحث وصفي تحليلي لآراء عينة من موظفي مصرف الرشيد في العراق

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Abstract

This research examines the influence of knowledge sharing on achieving organizational empowerment by applying the British International Standard (BS10500:2011) to combat bribery among Rasheed Bank employees in Baghdad as an intervening variable. The research then attempts to develop recommendations to achieve organizational empowerment among Rasheed Bank employees. This research was applied to a group of 450 employees at Rasheed Bank. The researchers used a questionnaire to collect information and measure the level of research variables and the relationships between them. We utilized the (SPSS) program to process data and information to arrive at results through statistical methods. The results revealed that there are significant relationships among the research variables. They also reached a set of recommendations that support this relationship and enhance employee practices in achieving organizational empowerment to combat bribery among Rasheed Bank employees within the framework of the British Standard.

Keywords: Organizational Knowledge Sharing, Organizational Empowerment, British International Standard (BS10500:2011)

الملخص

تبحث هذه الدراسة أثر تبادل المعرفة التنظيمية كمتغير مستقل في التمكين التنظيمي في بنك الرشيد في بغداد، وذلك من خلال تطبيق المعيار الدولي البريطاني (BS10500:2011)لمكافحة الرشوة. وتسعى الدراسة إلى وضع توصيات لتحقيق هذا تمكين الموظفين. وقد طُبقت الدراسة على عينة من 450 موظفًا في بنك الرشيد. استخدم الباحثين الاستبانة كأداة لجمع المعلومات وقياس مستوى متغيرات البحث والعلاقات فيما بينها. واستُخدم برنامج التحليل الإحصائي (SPSS) لمعالجة البيانات والمعلومات والتوصل إلى النتائج باستخدام الأساليب الإحصائية. أظهرت النتائج بوجود علاقات وثيقة بين متغيرات البحث. كما توصلت إلى مجموعة من التوصيات أهمها ان العلاقات بين متغيرات الدراسة الحالية تعزز ممارسات الموظفين في تحقيق التمكين المؤسسي لمكافحة الرشوة في بنك الرشيد، وذلك في إطار المعيار الدولي البريطاني.

الكلمات المفتاحية: تبادل المعرفة التنظيمية، التمكين التنظيمي، المعيار الدولي البريطاني (BS10500:2011)

1) Introduction

Modern organizations face increasing challenges in good governance, notably combating bribery, one of the most serious forms of administrative and financial corruption. These challenges have highlighted the need to adopt international standards and regulations that enhance corporate integrity, most notably the British International Standard (BS10500), which addresses establishing an effective anti-bribery management system. Implementing this standard is a strategic step towards building an ethical and transparent regulatory environment. In this context, knowledge sharing within organizations emerges as a key pillar for achieving effective compliance with the requirements of this standard. Knowledge sharing raises employee awareness, clarifies relevant policies and procedures, and fosters a culture of responsibility and accountability.

The impact of knowledge sharing extends to Organizational dimensions related to employee empowerment, as literature indicates that Organizational empowerment is a motivating factor for positive behavior and ethical practices within the workplace. Accordingly, this research seeks to examine the role that knowledge sharing plays in achieving Organizational empowerment for employees under the implementation of the BS10500. This research analyzes the interactive relationship between organizational knowledge and feelings of competence, worthiness, meaning, and autonomy, as essential dimensions of Organizational empowerment. The research also examines how knowledge-sharing practices can create a supportive environment that promotes voluntary compliance with anti-bribery standards. Two types of research gaps have been identified: 1. The conceptual gap (Conceptual Gap): Have studies treated organisational empowerment as a structural concept relating to the delegation of authority and the provision of information and resources, or as a psychological state experienced by the

employee? Structural organisational empowerment relates to what the organisation provides to the employee, whilst psychological empowerment relates to how the employee feels as a result of those practices. The gap here is that 'the organisation may grant its employees broad powers, but they do not feel sufficiently confident to share their knowledge'. 2. Theoretical Gap: A theory can be used to explain the relationship: Social Exchange Theory. An employee who feels that the organisation empowers and supports them may respond by sharing their knowledge.

2) Literature Review

Numerous studies have addressed these research variables, but not collectively, but rather separately. For example, Donnelly (2019) confirmed that knowledge sharing enhances organizational empowerment by enabling employees to access important information, which enhances decision-making capabilities. Furthermore, a culture of open knowledge sharing, supported by leadership, significantly enhances employee autonomy and organizational flexibility in dynamic environments. Olan et al. (2019) argue that knowledge sharing practices enable companies to achieve sustainable competitive advantages when integrated into organizational processes. Their study also showed that structured knowledge management systems enhance employee engagement and organizational flexibility, especially in knowledge-intensive industries. Cormican et al. (2021) analyzed the organizational factors that enable sustainable work collaboration and enhance organizational performance through building a healthy work environment including leading with trust, having effective communication, and implementing fair reward systems. Cormican et al. (2021) indicated that effective knowledge sharing, based on trust and strong communication systems, helps organizations improve innovation and operational efficiency.

Researchers warned that knowledge sharing initiatives may fail to achieve organizational empowerment without supportive leadership and reward systems. Zairbani (2025) highlighted that green knowledge sharing enhances organizational empowerment by promoting sustainable business performance. The study also confirmed that empowering employees through knowledge sharing in alignment with organizational goals can strengthen competitiveness, especially in environmentally conscious companies. They cautioned that knowledge sharing efforts may not translate into full empowerment without a supportive organizational culture, as employee resistance can hinder collaborative processes. Islam et al. (2024) concluded from their study that fostering a positive work environment contributes to employee Organizational empowerment, leading to increased knowledge sharing behavior.

They also found that comprehensive leadership contributes to improving the relationship between Organizational empowerment and knowledge sharing. Cui, J. (2025) explored how dynamic knowledge management capabilities and AI-enabled knowledge sharing impact organizational performance in Chinese technology firms, highlighting the importance of organizational empowerment through knowledge sharing. Budur, et al. (2024) added that knowledge sharing among academics promotes innovative behaviors, and that innovative organizational culture and quality of work life mediate in this relationship, supporting organizational empowerment.

Although these studies do not directly address BS10500:2011, they provide important and relevant insights into enhancing organizational empowerment through knowledge sharing, which could be useful when studying the application of international standards such as BS10500:2011 in this and subsequent research. Studies that have indirectly addressed BS 10500:2011 with the variables of the current research, for example, Eubanks (2018), emphasized that structured knowledge

sharing is vital to preventing marginalization in organizational settings. Al-Husseini and Elbeltagi (2019) added that knowledge sharing mediates between ethical standards (such as BS 10500:2011) and organizational empowerment, enhancing transparency and trust in decision-making processes. Their study highlights that adherence to international ethical frameworks increases the culture of shared knowledge and, in turn, enhances employee autonomy and innovation. Roy (2016) warned that without ethical frameworks such as BS 10500:2011, knowledge sharing systems may perpetuate bias and weaken empowerment. Together, these studies confirm that BS 10500:2011 acts as a catalyst for ethical knowledge sharing, essential for achieving organizational empowerment.

In adherence to the scientific research methodology, the study was based on the main hypothesis: Firstly, knowledge sharing has a statistical relationship with organizational empowerment. Secondly, BIS for Combating Bribery has a statistical relationship with organizational empowerment. Thirdly, there is a statistically significant relationship between knowledge sharing and the BIS for Combating Bribery. Fourthly, the impact of knowledge sharing in organizational empowerment is amplified through the application of the BIS for Combating Bribery at Al-Rasheed Bank.

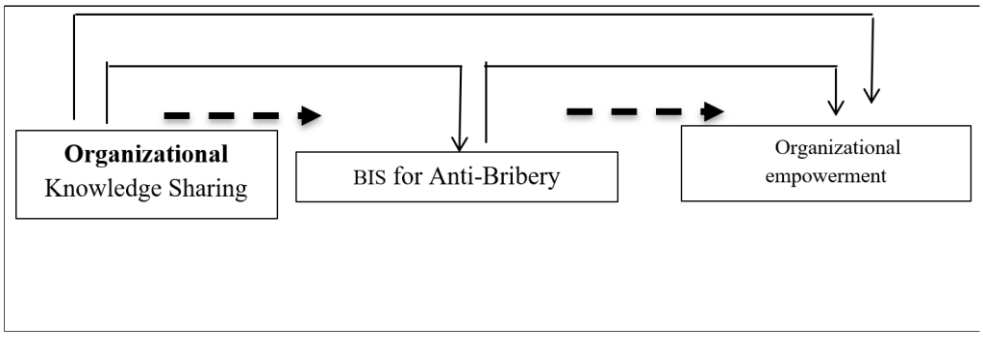


Fig .1. Hypothetic research model

3) Theoretical Background

3.1 Organizational Knowledge Sharing

Organizational Knowledge sharing refers to the effective transfer of knowledge, meaning that those who possess knowledge are able and willing to share it with others. (Ayala et al. 2017: 540). Knowledge sharing among employees within an organization enhances work by the strength of the overall mix of knowledge available and generated within that organization (Abdelrahman, 2013: 34). From a strategic perspective, knowledge sharing is a conscious strategy for getting the proper knowledge to the right people at the right time and helping individuals collaborate with their co-workers by sharing information and finding a way to enhance organizational competitiveness (Aizpurua et al. 2011: 511).

Identifying knowledge sharing, which represents an organization's intellectual capital, is a key point in knowledge management. Knowledge management practices, which include knowledge sharing and knowledge transfer, are essential to program development, impacting program quality and employee performance. (Kroll et al., 2018: 56). Knowledge sharing is available for beneficiaries according to the interests of both the individual and the organization, to utilize and benefit from it (Larry, 2016: 21).

The Importance of Knowledge Sharing: Knowledge sharing is a key activity that helps individuals achieve the role of expert or innovator within their organization (De Olivera Maciel and Chaves, 2016: 190). Knowledge sharing brings many potential benefits to organizations through the investment of time and money in knowledge management within the organization (Van Acker et al., 2012: 8). Many organizations consider knowledge sharing a fundamental and crucial axis in increasing direct relationships with others, and this occurs after searching for the

means and tools to make new knowledge successful (Cram and Marabelli, 2018: 6).

There is a set of requirements necessary to ensure the dynamism and effectiveness of the knowledge sharing process within the organization, the most important of which are:

A-Organizational Structure: Focuses on building an organizational structure that enables transparent knowledge sharing. B- Knowledge Repositories: These are repositories where external and internal knowledge are stored electronically in a single location for easy access when needed. C- Effective Leadership: This leadership supports and guides team members without controlling them through training, motivation, and creating a work environment that encourages problem-solving. D- Work Teams: The knowledge sharing process requires forming a team built on mutual trust among members. E- Information and Communication Technology: This technology effectively manages knowledge repositories and facilitates knowledge sharing among individuals through virtual work teams. F- Training: Attention must be paid to training employees on using specialized tools and methods in knowledge work systems to improve the knowledge sharing process (Jahiq and Obaidat, 2014: 129).

The basic components of knowledge sharing are Cooperation, Trust, Learning, Decentralization, Organizational creativity, and Teamwork. The knowledge sharing process is characterized by the following basic characteristics: First: Senior management believes that knowledge is a strategic asset. Second: The organization focuses on developing knowledge assets and utilizing them optimally. Third: Providing the necessary tools and processes. Fourth: Knowledge is available to all who can contribute to it. Fifth: Creating and using knowledge sharing are integral processes in all organizational operations and activities. (Yang & Chen, 2007: 102).

3.2 Organizational Empowerment

The concept of organizational empowerment: Ghosh (2013: 65) Which means delegating authority and responsibility to employees at a lower level of the organizational structure by giving employees authority to perform their jobs. Pradhan (2017:71) views empowerment as a process by which employees are engaged in organizations, such as engaging them in work to improve their productivity, ultimately leading to improved organizational performance. Bradan (2019: 3–4) defines empowerment as the granting, delegation or sharing of authority from a manager or leader to staff. It is a fundamental management practice that enhances organizational efficiency, as human resources are considered the most important factor in achieving development.

Ignor (2009: 45) emphasized that empowerment brings the following benefits to an organization: firstly, it increases the effective influence of staff and work teams by granting them greater freedom in performing their duties. Secondly, it focuses on individuals' actual abilities to resolve work-related problems and crises. Thirdly, it reduces employees' dependence on management in managing their activities. In addition, Empowerment includes three types: first, apparent empowerment: this refers to how can employees express their suggestions and perspectives based on daily works. Second: Behavioral empowerment: which means enabling employees to work within teams to diagnose and solve problems by collecting data and providing recommendations.

Third: Results-related empowerment: This refers to the ability of employees to identify the causes of the problem and how to solve it (Suominen et al., 2005). According to (Schermerhorn & Hunt, 2000: 112), administrative empowerment achieves the following benefits for organizations and employees: First, Increased employee involvement in decision-making. Second:

Use of self-managed work teams. Third: Optimal investment of human resources and technology. Fourth: Encouraging learning, training, and maintaining expertise. Fifth: Commitment to the principles of total quality management and meeting consumer needs. Al-Otaibi (2004: 20) identified five stages of the human resources empowerment process as shown in Figure 2:

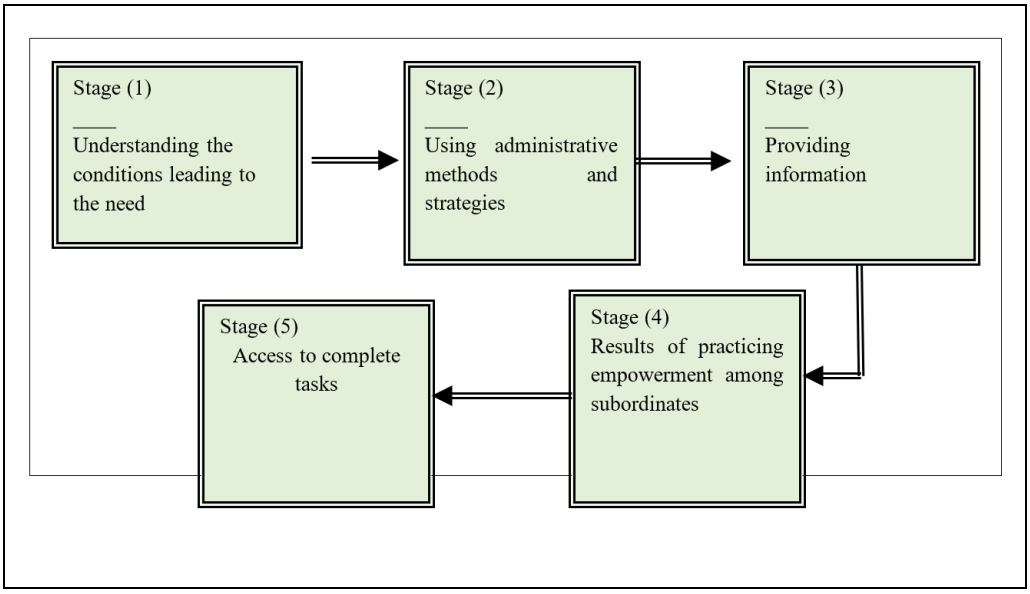


Fig. 2. Stages of Empowerment

Source: Kanooni, Arman (2005), The Employee Empowerment in Information Technology Department, Capella University, p. 9).

3.3The Concept and Causes of Bribery:

Bribery is defined as "an agreement between a person and an employee or someone of equivalent standing for payment or benefit in exchange for performing an act or refraining from an act within the briber's job or assignment" (Al-Durra, 2007: 48). There are many reasons behind the emergence of bribery, which vary according to the diversity of societies.

The most important of these reasons are: Firstly, these are related to an individual's philosophy of life and approach to

dealing (Al-Saqal, 2016: 200). Secondly, The corruption of the upper classes of politicians and administrators quickly spreads to the lower classes (Al-Kubaisi, 2000: 89). Thirdly, these include exploiting loopholes in specific laws, regulations, and instructions, as well as bureaucracy at many administrative levels (Al-Buti, 2011: 13-14). Fourthly, these include the lack of justice in the distribution of wealth (Saeed, 2007: 31). Finally, social traditions that glorify loyalty to tribe and class tend to bias employees toward relatives and loyalists (Al-Kubaisi, 2005: 21).

The phenomenon of bribery and other forms of corruption prevalent among individuals, especially those working in government sectors, requires state officials and administrative leaders in institutions to adopt specific methods to combat and limit these negative phenomena. These methods can be explained as follows (Wafiya, 2015: 71-73):

A political system requires a democratic system based on the separation of powers between the legislative, executive, and judicial branches. Expanding opportunities for public participation and allowing party and media organizations to monitor the performance evaluation of officials and hold them accountable, as well as working to ensure the independence of the administrative bodies of government organizations from political pressure. There is a need to prevent the phenomenon of monopolization of power or the long-term tenure of officials in administrative positions. Strengthening the role of public oversight bodies to enhance the detection of cases of abuse or lack of transparency and integrity in procedures related to the exercise of public office.

Economic growth requires improving the incomes or salaries of public sector employees, reducing the disparities in salaries paid by various sectors, and achieving justice in distributing public revenues and economic development gains across the

country. There is a need to set a minimum wage that reflects a decent living for all working individuals.

Media, which requires the following: Focusing on the ethical and social dimensions of combating corruption in the public and private sectors. Granting freedom and immunity to the press enables it to access accurate information on corruption cases and disseminate it to the public. Intensifying the provision of awareness programs on corruption, its dangers, and its high costs for individuals and society in general.

Security: This strategy is based on activating the role of security agencies and supporting them in pursuing corrupt individuals and bringing them before the relevant authorities for accountability, thus demonstrating the availability of deterrent retribution and serving as a lesson to others.

Organization: This strategy refers to efficiently developing specific rules and regulations based on agreed-upon ethical values. These rules regulate administrative practices, simplify work procedures, eliminate administrative obstacles, and clarify how individuals perform their job duties in a manner that serves the public interest.

3.4International Anti-Bribery Standards: (BS 10500:2011)

Anti-bribery mechanisms are becoming increasingly complex, and no organization is immune to bribery risks. However, organizations can demonstrate that they have appropriate measures to prevent bribery and the associated financial and reputational costs. Accordingly, the standard (BS 10500:2011) was issued in 2011 for use in the United Kingdom and the world. It is globally known as an anti-bribery management that makes stakeholders feel safe when they are dealing with any organizations by ensuring and applying very strict measures against corruption. Therefore, project owners and investors can ask all suppliers consultors, and contractors to give

them obvious evidence of compliance with the standard to protect their investments. The clear evidence is having a BS 10500:2011 certificate which requires applying a formal anti-bribery policy, specifying who is responsible for a compliance officer, and executing tough procedures regarding financial purchases and business processes (https://www.bsigroup.com).

4) Research Methodology

The research population consists of employees at Al-Rashid Bank. A sample was randomly selected from the bank's staff, based on Morgan's table. The total population comprised 739 individuals; 500 questionnaires were distributed, 477 were returned, and 450 were deemed valid for statistical analysis—after excluding incomplete responses—thereby forming the actual research sample used to test the findings. The study provides a theoretical and conceptual framework for the research variables: knowledge sharing (with a focus on organizational empowerment) and management information systems (MIS) designed for anti-bribery efforts, drawing upon the latest literature in the field and within the scope and limitations of the research. Furthermore, the study identifies the nature of the correlations and causal relationships among the three variables and assesses their level of presence, with a particular emphasis on the role of the mediating variable. The study concludes by offering a set of recommendations and proposals aimed at enhancing the status of these variables within Al-Rashid Bank.

5) Results

5.1 Analysis the Mean and Standard Deviation of research variables

The mean and standard deviation (SD) of the three main variables, knowledge sharing, organizational empowerment, and implementation of the BIS, were measured and illustrated in the Table 1.

Table 1. Mean and SD of research variables

Variable	Mean	SD
Knowledge sharing	3.5	1.4
Organizational empowerment	3.3	1.3
Application of the BIS	3.4	1.2

Source: SPSS program outputs

The results for the three research variables (shown in Table 1) are clarified responses of the sample appeared above average and tended towards high agreement. This is confirmed by the standard deviation analysis, which indicates a high level of agreement by the employees of the bank being researched.

5.2. Testing the Impact Hypotheses

Table 2 illustrates that F-value regarding the relationship between knowledge sharing and organizational empowerment was 36. This indicates that the knowledge sharing influences the organizational empowerment at Rashid Bank, confirming that knowledge sharing has an impact on the achievement of organizational empowerment at Rashid Bank. Consequently, we conclude that the first hypothesis is accepted, in accordance with the statistical results presented in Table 2.

Table 2. The total impact of knowledge sharing on organizational empowerment

Variable	Knowledge sharing	
Organizational empowerment	F	36.0
	Sig	.000
	α	0.65
	β	0.68
	R^2	0.57

Source: SPSS program outputs

Table 3 clarifies that the F-value between the implementation of the BIS and organizational empowerment was 32. This indicates that there is a positive impact between implementation of BIS and organizational empowerment at Rashid Bank. Consequently, second hypothesis is confirmed and accepted.

Table 3. The overall impact of implementing the BIS on organizational empowerment

Variable	Application of the BIS	
Organizational empowerment	F	32.0
	Sig	.000
	α	0.71
	β	0.72
	R^2	0.69

Source: SPSS program outputs

Table 4 illustrates that the F-value between knowledge-sharing and BIS was 34. This indicates that knowledge-sharing influences (BIS) for Rashid Bank. This confirms the influence of knowledge sharing on the implementation of the BIS at Rashid Bank. Accordingly, the third hypothesis have been accepted.

Table 4. Impact matrix

Variable	Knowledge sharing	
Application of the BIS	F	34.0
	Sig	.000
	α	0.71
	β	0.73
	R^2	0.74

Source: SPSS program outputs

Here, the direction of the impact of knowledge sharing on organizational empowerment was analyzed by using the applying of BIS. We utilized path analysis, as it provides us with statistical methods for analyzing the correlations between variables and showing the direct and indirect effects, as shown in the Table 5.

Table 5. The impact of knowledge sharing on organizational empowerment through applying the BIS.

Independent variable	Dependent variable	Direct effect	Indirect effect through application of the BIS	Total effect
Knowledge Sharing	Organizational Empowerment	0.21	0.08	0.29

Source: prepared by researchers

Table (5) indicate a direct positive effect of organizational knowledge sharing on organizational empowerment with a direct effect coefficient of (0.21). This demonstrates that knowledge sharing contributes to enhancing organizational empowerment by making information and experiences available and exchanged among employees that supporting their ability to perform their tasks and participate in addressing problems and making decisions related to their work. The results also showed that the indirect effect of organizational knowledge sharing on

organizational empowerment through the application of the British Anti-Bribery Standard (BS10500:2011) was (0.08). This suggests that the application of the standard can contribute to translating the effect of knowledge sharing into organizational empowerment by promoting adherence to organizational procedures and policies and establishing the principles of transparency and accountability in the work environment. Therefore, the total effect was (0.29) which is the sum of the direct and indirect effects. These results indicate that, if the indirect effect is statistically significant the application of the British standard represents an intermediary path that contributes to explaining part of the relationship between organizational knowledge sharing and organizational empowerment. So the direct effect size of (0.21) exceeds the indirect effect size of (0.08) indicating that the contribution of knowledge sharing to achieving organizational empowerment is not limited to the application of the standard but extends to its direct impact on employees' practices and organizational capabilities.

6) Conclusions

The results showed that the sample's responses indicated a high level of knowledge participation at Al-Rasheed Bank in Baghdad. Furthermore, results showed a high level of organizational empowerment at the bank under study, as the sample's responses agreed on the availability of this variable at the bank. In the same context, the results clarified with regard to the variable of applying the BISthat it is at a high level of availability and application. The results of the analysis confirmed the existence of a significant impact relationship between knowledge sharing and organizational empowerment, as well as a significant impact relationship between knowledge sharing and the application of the BIS. It also proved the existence of a significant impact relationship between the application of the BIS and the organizational empowerment variable in its dimensions.

The path analysis results showed a direct and indirect impact of the knowledge sharing variable as a whole on the organizational empowerment variable as a whole through the application of the BIS. It's also indicated that the impact of knowledge sharing on organizational empowerment without the mediating variable (application of the BIS) is greater than the impact of knowledge sharing on organizational empowerment with the mediating variable (application of the BIS). This was confirmed by the coefficient of determination, which measures the strength of the impact. Therefore, the impact of knowledge sharing on organizational empowerment does not increase with the mediating variable of applying the BIS.

7) Recommendations

Al-Rasheed Bank in Baghdad should put more efforts and focus on enhancing knowledge sharing and commitment to by considering our research variables in the decision-making process, while providing opportunities for employees and motivating them to contribute new ideas and suggestions, or by conducting an internal survey to understand their opinions, ideas, and suggestions. In addition, the bank should focus on external customers and understand their suggestions and desires by conducting interviews with a sample of them to identify their ideas and needs in order to enhance their satisfaction, which ultimately leads to their enjoyment of dealing with the bank. Branches should establish a knowledge sharing system to benefit from its dimensions and train employees on it. The bank should develop employees' skills and activate the elements of knowledge sharing to attain and sustain outstanding levels of job empowerment. In addition, the bank should apply British standards by activating its standards so that this contributes to enhancing and supporting the level of organizational empowerment in the bank under study.

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