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The Contributions of Strategic Knowledge Partnerships in Enhancing Knowledge Marketing: A Case Study at the University of Mosul

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Abstract

Universities are markets of knowledge; they are social organizations that are influenced by society and, in turn, influence it, as they are products of society and tools for creating scientific, technical, professional, and political leadership, responsible for driving change and progress. Thus, they open their doors to everyone, allowing them to find knowledge, culture, and scientific solutions to problems within their halls. One way to open these doors is through establishing knowledge partnerships, which enhances their performance quality first, strengthens their relationships with other parties second, and activates the marketing of their knowledge to beneficiaries in particular and society in general, as it is one of their most valuable assets third. Hence, the problem of the study emerges, represented by a number of theoretical and practical questions. The study aims to answer these questions by clarifying the intellectual implications, as it is considered one of the important topics in the Iraqi environment. Therefore, correlation and influence relationships were tested using statistical programs (SPSS) and (Amos). The study was conducted on a purposive sample of (administrative leaders and senior academic ranks), which was set at (262) individuals, using a checklist as the primary tool for collecting data and information from the study sample. The study reached a number of conclusions, based on which the researcher proposed important recommendations for the organization under investigation.

Keywords: Strategic Knowledge Partnerships, Knowledge Marketing, University of Mosul.

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Introduction

The world is undergoing significant changes and moving towards a new direction based on knowledge, which some authors and theorists refer to as the "hidden advantage." This necessitates improving the quality of relationships and establishing knowledge partnerships due to their role in discovery, acquisition, preservation, renewal, and governance of knowledge as one of the most crucial assets. Therefore, knowledge partnerships are described as the "best-kept secret in higher education" (Wynn, 2018). Strengthening the roots of these partnerships leads to activating knowledge marketing tools, as emphasized by (Assiri & Zahra Mohammed Ahmed, 2017) in his study, which describes knowledge marketing as a management philosophy that enables the establishment of communication relations between the university and productive and service organizations in society through what each party offers to the other. Consequently, the study is divided into four main axes as follows:

The Procedural Structure of the Study

1. The Intellectual Dilemma of the Study

The intellectual dilemma is formulated in a set of questions, namely

- To what extent are the employees in the researched organization aware of the strategy of knowledge partnerships and knowledge marketing tools?
- Is there a significant positive correlation and impact between the strategy of knowledge partnerships and knowledge marketing tools in the researched organization? What is the nature of this relationship?

2. The Importance of the Study

It lies in providing a new scientific contribution represented by the strategy of knowledge partnerships as an approach to activate knowledge marketing tools to enable the exploitation and activation of available knowledge for the benefit of society.

3. The Objectives of the Study

The study aims to achieve the following:

- To contribute to identifying the relationship and impact between the strategy of knowledge partnerships and knowledge marketing tools in order to work towards developing and renewing knowledge in the researched organization.
- To present a set of proposals based on the study's findings.

4. The Model and Hypotheses of the Study

In light of the study's problem, importance, and objectives, a hypothetical framework has been designed as illustrated in Fig.1:

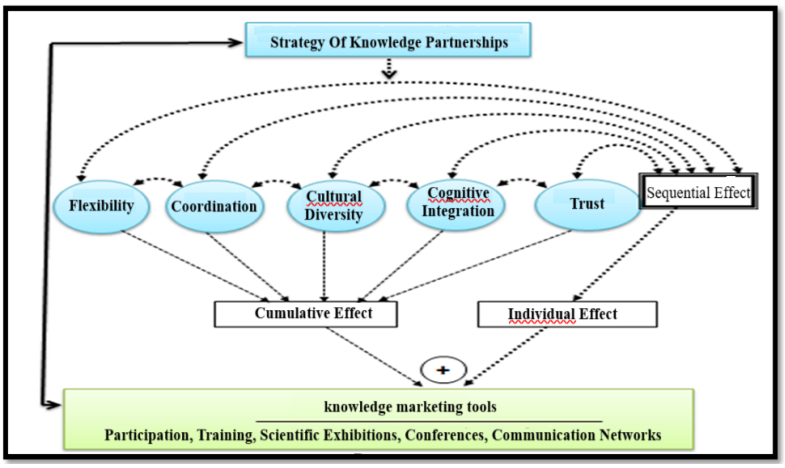


Fig. 1: Hypothetical Research Framework

Within the framework of the above model, the following hypotheses emerge.

- **Main Hypothesis One:** There is a significant correlation between the dimensions of the knowledge partnership strategy (individually and collectively) and the knowledge marketing tools in the researched organization.
- **Main Hypothesis Two:** There is a significant impact of the dimensions of the knowledge partnership strategy (individually and collectively) on the knowledge marketing tools in the researched organization.

5. Study Methodology

The researcher relied on survey-analytical methods based on studying the relationships between the dimensions and variables derived from data collected from the researched organization.

6. Data and Information Collection Methods

The study relied on the following tools.

- **Theoretical Framework:** Drawing on the contributions of authors and researchers from both Arabic and foreign sources.
- **Practical Aspect:** Personal interviews and checklists were used to gather data based on a five-point scale (completely available - not available at all). Table 1 illustrates the studies that were adopted to construct the specific scales for the study's variables.

Table 1: Study Tool Dimensions (Checklist)

Axes	Variables	Sub-variables	Sources
First	Knowledge Partnership Strategy	Trust, Cognitive Integration, Cultural Diversity, Coordination, Flexibility	(Hoy, 2002) (Shriner, 2010) (Serrat, 2012) In addition to the theoretical aspect and referees
Second	Knowledge Marketing	Participation, Training, Scientific Exhibitions	(Ren & Argote, 2011) (Curbator & Louyot, 2017) In addition to the theoretical aspect and referees

Reference: Prepared by the researcher based on the above sources.

7. Description of the Research Community and Sample Characteristics

- Overview of the University of Mosul, the Research Community: The University of Mosul is a government university located in the center of Mosul city, established in 1967. On this day, Decision No. (14) was issued to establish the University of Mosul. It began to expand its operations with various specializations and now includes (24) colleges, (89) scientific departments, (7) research centers, (6) consulting offices, (5) clinics and hospitals, and (6) museums. It has notable achievements in patents, published research, and agreements.
- Justifications for Choosing the Researched Organization: These include:
  - It is one of the important universities that constantly strives for excellence, and it is considered one of the key pillars that the city of Mosul, and Iraq in general, relies on.
  - The university has not previously conducted a similar study, which encouraged the researcher to focus on this topic, making it a unique intellectual effort from the researcher's perspective.
- Description of the Researched Sample and Its Characteristics: The total population was (1397), and a sample size was determined using the (Krejcie & Morgan, 1970) formula, resulting in (302) individuals from (24) colleges with (89) departments, in addition to the university presidency and research centers.

Sample size determination formula

$$N = x^2np(1-p) /d^2(n-1) + x^2p(1-p) \quad (1)$$

The questionnaire was distributed directly, and (281) were returned, of which (19) were invalid, resulting in (262) valid responses, with a response rate of (87%).

8. Research Boundaries

The research boundaries consist of four limits as follows:

- **Cognitive Boundaries:** These are represented by two main variables (knowledge partnership strategy and knowledge marketing tools).
- **Temporal Boundaries:** The field visits and identification of the research problem began on 7/1/2021.
- **Spatial Boundaries:** "The University of Mosul" was chosen as the research field due to its significance and esteemed position at both local and international levels.
- **Human Boundaries:** This includes (administrative leaders and academic titles) as they are best positioned to provide accurate and realistic information for the research.

Theoretical Framework of the Research

1. Knowledge Partnership Strategy

- **Concept of Knowledge Partnership Strategy**

This concept has been interpreted from various perspectives by researchers, each according to their specialization and viewpoint. Some describe it comprehensively as a set of planned policies and procedures that prepare individuals or organizations to collaborate in achieving a specific purpose or goal. It brings together members who contribute to the building of knowledge, experience, resources, and communication, thriving when there is strategic, structural, cultural, and operational alignment that acts as a cohesive entity based on partnership in decision-making and work improvement (Serrat, 2012). From a strategic perspective, knowledge partnerships among research and educational organizations worldwide have become a modern strategy for generating and disseminating knowledge, designing, organizing, and implementing work for development in a participatory manner. Their mission is to build the capacities of organizations through training and providing essential and knowledge-based services (Marra, 2004). It has also been interpreted creatively as a unique opportunity to explore theoretical ideas about creative participation in a rapidly moving society, or at least one aiming to transition towards a knowledge economy (Nawaz & Koc, 2020).

Accordingly, it is considered a collaborative process involving multiple parties from "universities," individuals, and networks in a coordinated, integrated, and cohesive manner through which knowledge is integrated to enhance innovation, develop programs, and ensure competitive advantage.

- **Objectives of Knowledge Partnership Strategy**

Knowledge partnerships achieve a set of goals for partners, which include: (Cummings & Sarah, 2017).

- Achieving communication, cooperation, shared visions, and common goals, enhancing efficiency, thereby enabling control over challenges, seizing opportunities, facilitating dialogue, interdisciplinary collaboration, and exchanging information and knowledge to achieve participatory community development.
- Knowledge partnerships significantly enhance economic growth through their specific services, including consulting, training, education and research, innovation and development, communication, and engineering.

- **Factors of Knowledge Partnership Strategy**

Both (Serrat, 2012), (Hope, 2016), and (Wynn & Jone, 2019) agree that the most important factors are as follows.

- **Trust:** In society, trust is a practical characteristic built on relationships within the social system (Aulakh et al., 2014). According to (Hoy & Nawt, 2002), trust is a positive feeling that individuals have about the intentions and behaviors of organizational members, relying on organizational roles, relationships, expectations, and interdependence among them. (Kim et al., 2019) highlights the importance of trust as crucial for knowledge creation and innovation, leading to hope, faith, loyalty, and credibility within the context of knowledge partnerships.
- **Knowledge Integration:** (Tiwana, 2005) states that it is the joint application of specialized knowledge held by different alliance partners, creating value by expanding the specialized knowledge of partners on specific activities and overcoming returns that hinder the flow and transfer of knowledge arising from previous divisions of practice among team members. This viewpoint emphasizes the implicit nature of knowledge. Additionally, (Tiwana & McLean, 2008) identifies key points regarding knowledge integration:
  - Knowledge integration concerns knowledge dispersed across organizations.

- The purpose of knowledge integration addresses specific goals, such as new or improved services, business processes, and other innovative outcomes.

- **Coordination:** It enhances relationships between individuals and groups by creating advanced methods of addressing problems arising from contexts of mutual communication and cultures within and outside the organization, achieving efficiency at all levels and leading to shared outcomes. Coordination is seen as a tool for cohesion (Kramer, 2010). The coordination process achieves the following (Serrien, 2016):

- Identifying best practices and tools to enhance the identification, establishment, capacity, and exchange of knowledge resulting from the partnership.
- Coordinating and promoting relevant research and analysis regarding management roles to identify priority areas in the partnership strategy while ensuring alignment at its stages.

- **Cultural Diversity:** Acts as a direct and indirect mechanism to help entrepreneurs identify new opportunities and gather the resources needed to capitalize on market opportunities. The heterogeneity of cultural diversity can lead to heterogeneous outcomes, preventing society from appreciating, absorbing, and applying new knowledge (Qian & Acs, 2013). Cultural diversity has significant importance in the following points (Aboudi, 2019):

- It is considered the main driver of communities and influences the course of education at local, regional, and global levels, contributing to the diversity of education and increasing experiences and cultures.
- It enhances collaboration among scientists, politicians, statesmen, and decision-makers across different regions of the world.
- It increases creativity in various fields of life and serves as a channel for the flow of knowledge and the presentation of innovation.

- **Flexibility:** Changing circumstances have pushed organizations to establish close links between entities to achieve quicker and more flexible responses and to engage in multi-faceted collaboration, which is essential for effectively solving complex problems and continuously adapting to changing environments (Ehret et al., 2013). Therefore, flexibility is seen as a means to gain more options, thereby achieving better solutions and the ability to respond to changing environmental conditions, ultimately improving organizational performance (Dunford et al., 2013).

According to the above, the researcher believes that these factors are interconnected and interwoven, achieving integration among them in an effort to enhance knowledge partnerships more effectively. When trust is high among partners, strong relationships will develop that require coordination to ensure efforts are not wasted. This leads to building mutual respect among all partners, especially since partnerships will be culturally diverse, which may lead to significant differences in certain characteristics. This necessitates flexibility to adapt to any changes, ultimately achieving knowledge integration, resulting in comprehensive knowledge across different disciplines that yields positive outcomes.

2. Knowledge Marketing

- **Concept of Knowledge Marketing**

Knowledge is a product that needs to be marketed like other products. There are large countries in terms of size and population, but their impact is weak, while there are countries that may appear as a dot on the map of science but have marketed their knowledge well and made a global impact. Therefore, a group of researchers and writers has presented their opinions on the concept of knowledge marketing, as shown in Table 2 below.

From the above, the researcher sees that knowledge marketing is an integrated process that requires efforts to promote and disseminate knowledge to the interested parties, clarifying its benefits and importance in development, innovation, and creativity to enhance the position of the marketer (the university), achieve the beneficiaries' goals, and link them to societal problems to contribute to their resolution and build long-term relationships.

Table 2: Illustrates the Perspectives of Several Researchers on the Concept of Knowledge Marketing

No.	The researcher and the year	Concept
1.	(Hope, 2016).	The process by which academics, scientists, individuals and organizations share education, ideas and experiences.
2.	(Curbatov, 2017:).	The process of disseminating and introducing knowledge to others and highlighting its advantages and benefits in order to achieve common goals that enhance the goals of the knowledge marketer and support the confidence of others in him on the one hand and achieve the satisfaction of the beneficiary on the other hand.
3.	(Bonnemaizon, et al, 2017)	The process by which scientific knowledge (scientific products) is sold or knowledge work is sold, through which the customer's tacit knowledge is transformed and its impact on the organization's skills is achieved by integrating the knowledge possessed by the customer into organizational knowledge.

Reference: The table is prepared by the researcher based on the mentioned literature.

- **Importance of Knowledge Marketing**

It contributes to changing and developing its programs, projects, and products, obtaining scientific and technical returns, solving persistent problems, increasing the knowledge market and learning-based products, and creating and developing organizations that rely on knowledge. It also enhances the supportive role of scientific research centers (Masudian et al., 2013). The process of knowledge marketing achieves many social, technical, and economic gains, including (Matei, 2014)

- The ability to implement research projects that have priority regarding their importance and the community's need for their results.
- Providing additional income for the university and increasing the rate of scientific publication for research.
- Increasing the number of patents and the rate of research contracts to build genuine partnerships.

- **Dimensions of Knowledge Marketing**

Many writers and researchers have made significant efforts to identify the basic dimensions, including (Mcewen et al., 2008) and (Curbatov, 2017), which can be clarified as follows:

- **Participation:** It is a communicative process in which knowledge is discussed and exchanged through direct and indirect interaction to enhance the value of knowledge (Reh et al., 2011, 2466). It is defined as the desire of individuals in the organization to share the knowledge they have acquired and created with others (Abdullah, 2016). (Shaqrah et al. 2011) explain that it is a marketing process through which the current customer knowledge is transformed into the organization/employee and then back to the customer, meaning that both parties benefit, relying on the accumulated experience of the customer resulting from using the products. The researcher believes that the process of participation is a crucial priority for knowledge marketing for the beneficiaries, as it facilitates the transfer of knowledge to bridge the knowledge gaps between its owners and users.
- **Training:** It is considered the most common entry point for developing human capital and is usually described as the planned approach to enhance the determinants of individual job performance (Campbell & Kuncel, 2001). (Al-Tuwaijri & Abdulaziz, 2017) indicates that it is an effective activity that contributes to enhancing the skills of human resources in performing their tasks based on scientific and practical foundations to improve the efficiency and effectiveness of the organization, providing a suitable educational environment for academics, students, and visitors, leading to outstanding educational outcomes and aiming to increase the knowledge and skills of individuals who already possess some knowledge and skills. The researcher sees that training is closely linked to the process of knowledge marketing and transferring it from knowledge owners to those who need it, enabling positive outcomes for the beneficiary and obtaining participation from other entities and developing their programs.
- **Scientific Exhibitions:** Since 1950, exhibitions have been a common means of promoting products domestically and internationally, and they are relatively important for innovation. They support the process of knowledge creation and interactive learning, along with other events such as lectures, forums, and special meetings. This gathering increase visitors' interest, driven by the demand for information exchange and the

presence of experts, allowing for meetings with many specialized experts and customers, developing relationships with them, and clarifying advanced marketing strategies (Bathelt & Schuldt, 2008). Kreivi et al., (2011) confirmed that exhibitions of various types, whether international or regional, across diverse sectors, play an important role in the economic life of countries and peoples, as they provide an open space for promoting and exchanging investment opportunities and expanding the market base by understanding consumer tastes and producer needs through direct meetings (Hado et al., 2020). The researcher believes that scientific exhibitions play a significant role in promoting knowledge in universities, as they host numerous participants from different specialties, which strengthens relationships and enhances future performance.

- **Communication Networks:** These are described as the process through which relationships are formed between members and the community, whether small or large, exchanging ideas and experiences among them. They play a significant role in the marketing process, especially in promotion, which is considered part of communications aimed at informing and persuading the customer about products and influencing them to accept and use them. This includes various activities represented by a promotional mix, such as advertising, personal selling, sales promotion, and publishing. Therefore, it is an electronic means of capturing, processing, storing, and disseminating information and knowledge (Sijtsema & Rispens, 2019).

The researcher sees the significant role of communication, through various direct and indirect means, in the marketing process for the promotion, advertising, pricing, and selling of products, information, ideas, and knowledge.

- **Conferences**

A standard means of obtaining and disseminating information, whether the meeting involves a few individuals or thousands of participants. Therefore, it is described as a discussion and exchange of ideas among conference members regarding an issue, topic, problem, project, or phenomenon that is of interest to them and related to their circumstances. The aim is to arrive at suitable opinions, recommendations, or decisions, and to determine how to implement and adhere to them. It is recognized that widely disseminating information is crucial for ensuring that scientific information, such as research results, reaches other researchers, policymakers, and the general public (Owoc & Marciniak, 2013).

The researcher considers it one of the fundamental dimensions of knowledge marketing, as it brings together members from different places and specific specialties to exchange ideas and information through extensive discussions and diverse cultures to address specific problems and achieve positive outcomes.

Practical Aspect

1. Description and Diagnosis

Table 3 illustrates the results of analyzing the responses of the research sample concerning the independent variable of knowledge partnership strategies and the dependent variable of knowledge marketing tools in terms of availability rates, mean, standard deviation, and gap ratio, as follows.

Table 3: Overall Results Regarding the Study Variables for the Responses of the Study Sample

Variable	Answer scale					Mean	St. Dev.	Gap Ratio
	Fully	Available	Neutral	Not Available	Not Available at all			
Dependent Variable	69		5.3	25.7		3.547	0.959	%31
Independent Variable	66.1		5.8	28.1		3.426	0.966	%32

Reference: Prepared by the researcher based on the (SPSS) program. 62n=2

Based on the results above, the first research question is addressed.

2. Testing Correlation and Impact Relationships Between Research Variables

This section includes the presentation and analysis of the correlation and impact tests between the research variables based on the following hypotheses:

- **First Main Hypothesis:** There is a significant correlation between the dimensions of knowledge partnership strategies (individually and collectively) and the knowledge marketing tools in the researched organization. The results of the simple correlation coefficient analysis are shown in Table (4) below:

The results indicate that the correlation coefficient reached (0.754) overall, which suggests that if the researched organization increases its focus on the dimensions of (X), it will contribute to achieving (Y) by (75%). This represents a strong positive significant correlation, and the results confirm the acceptance of the first main hypothesis both individually and collectively across the dimensions at a rate of (100%).

Table 4: Correlation Coefficients Between the Dimensions of Knowledge Partnership Strategies and Knowledge Marketing Tools

Dimensions		Knowledge Marketing Tools (y)					Total	Moral Relationships	
		Participation	Training	Scientific Exhibitions	Communication Networks	Conferences		Number	Relative Importance
Dimensions of Knowledge Partnerships Strategy X	Trust	0.583**	0.551**	0.371**	0.469**	0.443**	0.588**	5	%100
	Cognitive Integration	0.610**	0.552**	0.379**	0.455**	0.484**	0.602**	5	%100
	Cultural Diversity	0.643**	0.622**	0.490**	0.502**	0.492**	0.668**	5	%100
	Coordination	0.675**	0.638**	0.519**	0.513**	0.539**	0.696**	5	%100
	Flexibility	0.650**	0.606**	0.541**	0.530**	0.481**	0.683**	5	%100
Total							0.754**	25	%100
P value is very high at significance level (0.01) and default (0.05)									

Reference: Prepared by the researcher based on the (SPSS) program. n= 262

- **Second Main Hypothesis:** There is a significant impact relationship of the dimensions of knowledge partnership strategies (individually and collectively) on the knowledge marketing tools in the researched organization. This was assessed using multiple regression analysis, and the results are presented in Table 5 below:

Table 5: Multiple Impact Model of the Dimensions of Knowledge Partnership Strategies on Knowledge Marketing Tools

Dimensions		Knowledge Marketing Tools (y)				
		B	T value	F cal.	R^2	Sig
Dimensions of Knowledge Partnerships Strategy X	Constant	0.865	7.715	46.828	0.568	0.000
	Trust	0.345	6.836			0.000
	Cognitive Integration	0.241	4.590			0.004
	Cultural Diversity	0.434	6.920			0.000
	Coordination	0.252	6.651			0.001
	Flexibility	0.248	5.112			0.003
The tabular value of (F) at a degree of freedom of (5.256) and a significance level of (0.01) is equal to (4.54)						
The tabular value of (t) at a significance level of (0.01) is equal to (2.326)						

Reference: Prepared by the researcher based on the results of the (SPSS) program. n=262

The results indicate that the factors of (y) are available at a level of (0.865). However, an increase in one unit of any dimension of (X) will lead to an increase in the knowledge marketing tools by (0.345, 0.241, 0.434, 0.252, 0.248) respectively, resulting in the following multiple regression equation:

$$Y = 0.865 + 0.345X1 + 0.241X2 + 0.434X3 + 0.252X4 + 0.248X5 \quad (2)$$

It is evident that the equation has a strong explanatory power, indicated by the coefficient of determination (R^2) value of (0.568), which means that approximately (57%) of the explained variance in knowledge marketing tools is attributed to the combined effect of the dimensions of knowledge partnership strategies. The equation also demonstrates very high significance, as indicated by the significance of the calculated (F) test, which reached (46.828).

This sets the stage for testing the second main hypothesis. Based on the significant correlation, simple linear regression was employed, and the results are as follows:

Table 6: Impact Model of the Dimensions of Knowledge Partnership Strategies on Knowledge Marketing Tools Overall

Dimensions	Knowledge Marketing Tools (y)				
	B	T value	F cal.	R^2	Sig
Constant	1.093	8.997	342.108	0.568	0.000
Knowledge Partnerships Strategy X	0.697	18.496			0.000
The tabular value of (F) at a degree of freedom of (1.260) and a significance level of (0.01) is equal to (9.63)					
The tabular value of (t) at a significance level of (0.01) is equal to (2.326)					

Reference: Prepared by the researcher based on the (SPSS) program. n=262

From Table (6), we observe that the impact model for knowledge partnership strategies in knowledge marketing indicates that knowledge marketing tools are available at a level of (1.093) in the researched university. However, an increase in the knowledge partnership strategy variable by one unit will lead to an increase in knowledge marketing tools by (0.697), resulting in the following simple linear regression equation:

$$Y = 1.093 + 0.697X \quad (3)$$

Based on the results, we infer the acceptance of the second main hypothesis, providing an answer to the second research question.

To achieve a measure of precision, it is important to refer to the shapes that illustrate the normal distribution of the data, which confirm the possibility of using the variables for prediction. These shapes are shown in Fig. 2 and 3 as follows:

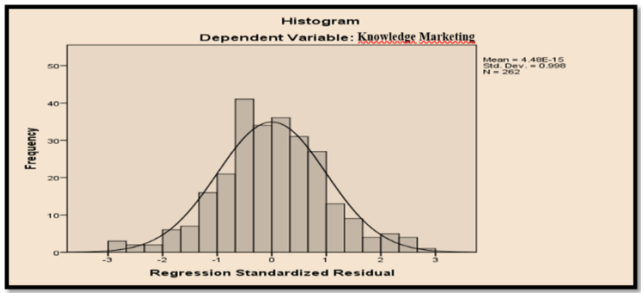


Fig. 2: Normal Distribution of Data Using Regression of Variable X on Y

Source: Outputs from the (SPSS) program.

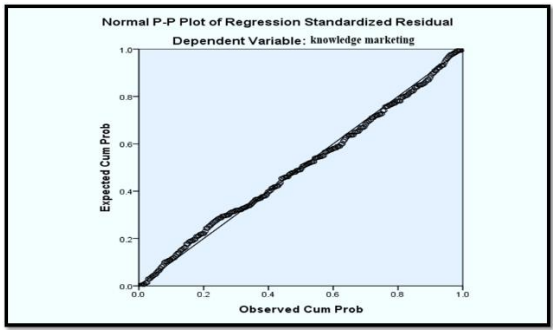


Fig. 3: Normal Distribution of Data to Validate Precision Using Regression of Variable X on Y

Reference: Outputs from the (SPSS) program.

The results indicate that the researched university (University of Mosul) operates under a knowledge partnership strategy at an internal level among its colleges and scientific departments, as well as at an external level with (universities, organizations, and the community). To support this, the researcher obtained information indicating that the university currently has three agreements with private universities at the internal level and agreements with foreign universities (such as Dortmund University) at the external level. It operates within the program and guidelines of the

Iraqi Ministry of Higher Education and Scientific Research, aiming for knowledge integration to achieve opportunities for creativity and innovation and to generate new ideas that can be leveraged to support the knowledge marketing process (its scientific outputs) to be more effective and sustainable for the development of its community and the stakeholders involved, which reflects a positive relationship leading to the entry of new partners as a motivation for performance development, thus impacting the level of services provided by the researched university.

3. Constructing Variable Models

To build the research variable models at a granular level using Structural Equation Modeling (SEM), which aims to represent causal relationships among a set of variables (Hedo and Owaid, 2020, p. 2). To achieve construct validity for the scale, Confirmatory Factor Analysis (CFA) was used, which is described as testing the accuracy of the data collection tool to ensure that there is no overlap of any question with other variables (Aboudi, 2019, p. 10). This is to confirm the model's suitability with the sample data and that it indeed measures what it was intended to measure by constructing structural models for each variable and determining their acceptance or rejection based on the indicators outlined in Table 7 below:

Table 7: Indicators of Goodness of Fit Using Structural Equation Modeling (SEM)

No.	Indicators	Optimal index criterion	Best fit value
1	Chi-Square/Df ratio	Less than 5 Acceptance and good fit	Lower values indicate better fit.
2	Goodness of fit (GFI)	(GFI) greater than (0.90) Better fit.	(1=GFI) Perfect fit.
3	Adjusted goodness of fit (AGFI)	(0.08-0.05) (RMSEA)	(1=AGFI) Perfect fit.
4	Root mean square error of approximation (RMSEA)	(NFI) greater than (0.90) Better fit.	(0.05) Greater than (RMSEA) Best fit
5	Normalized fit index (NFI)	(CFI) greater than (0.95(Better fit.	(1=NFI) Perfect fit.
6	Comparative fit index (CFI)	(IFI) greater than (0.95(Better fit.	(1=CFI) Perfect fit.
7	Incremental fit index (IFI)	Optimal index criterion	(1=IFI) Perfect fit.

Reference: Prepared by the researcher based on the outputs of the (Amos vr. 18) program.

By testing the model based on the above indicators, we conclude the affiliation of the dimensions to the axes and items through the weight values resulting from the model analysis, which are also called validity coefficients or the saturation of latent items (dimensions). These represent the impact of the item on the dimension or the dimension on the axis. Therefore, the structural model of the research variables is measured to assess whether the subordinate sub-dimensions of the main variable are capable of measuring it through the structural model. Fig. 4 illustrates the structural model for the independent variable, Knowledge Partnership Strategy (SKP), and its sub-factors as follows:

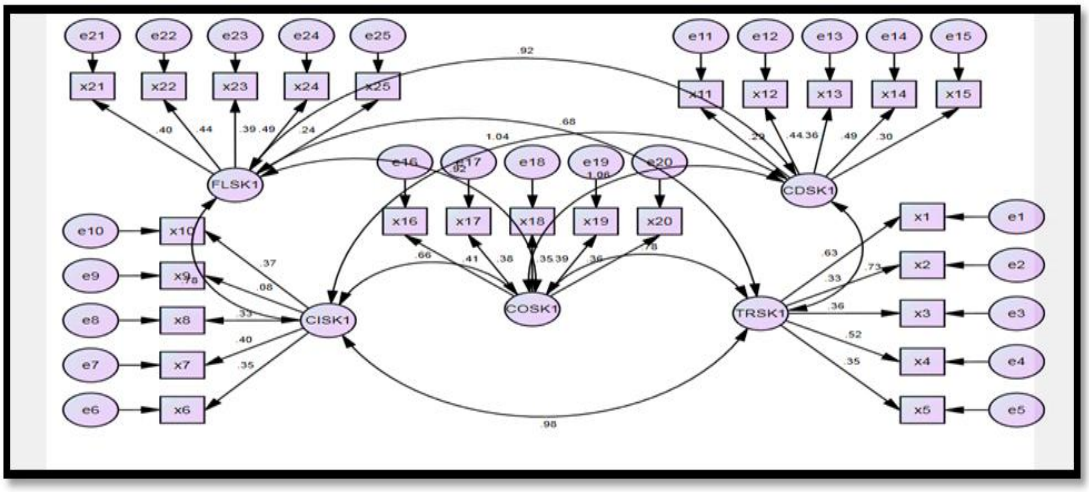


Fig. 4: Is the Confirmatory Structural Model for the Knowledge Partnership Strategy

Reference: Outputs of the (Amos vr. 18) program.

After designing the confirmatory structural model for the variable (SKP) using the statistical software (Amos), the indicators related to this model were extracted, as shown in the following Table 8:

Table 8: Indicators for the Knowledge Partnership Strategy (SKP) variable scale

No.	Indicator	Optimal values for the index	factor analysis results SKP	Acceptance Decision
1	DF	Greater than (0)	0.265	Accepted
2	CMIN/DF	Between (1-2)	1.54	Accepted
3	GFI	Greater than (0.90)	0.91	Accepted
4	RMSEA	Less than (0.08)	0.05	Average Match
5	AGFI	Greater than (0.90) Good fit, greater than (0.85) Acceptable fit.	0.087	Acceptable Match
6	CFI	Greater than (0.90)	0.94	Accepted
7	NFI	Greater than (0.90)	0.93	Accepted
8	IFI	Greater than (0.90)	0.92	Accepted

Reference: Prepared by the researcher based on the outputs of the (Amos vr. 18) program.

The results show that all indicators are compliant, confirming the acceptance of the model for the SPK variable.

The confirmatory structural model for the dependent variable (KM) is illustrated in Fig. 5 as follows:

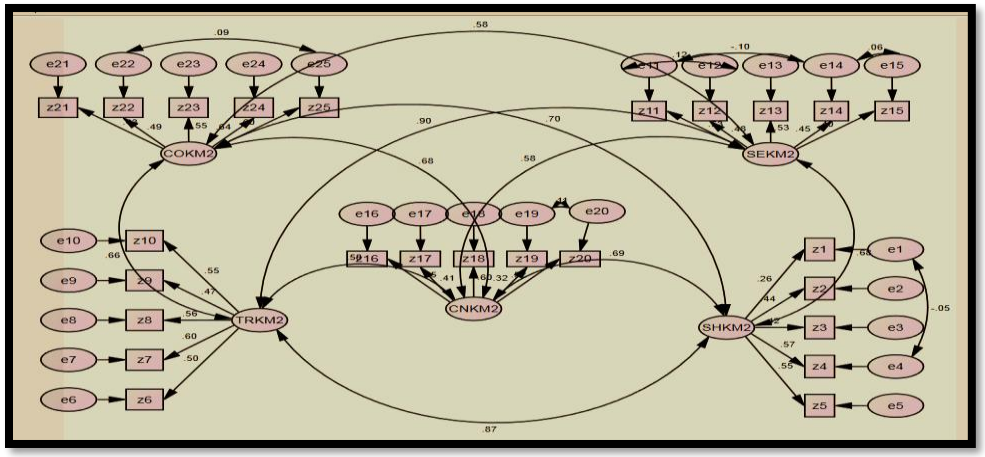


Fig. 5: Is the Confirmatory Structural Model for Knowledge Marketing (KM)

Reference: Outputs of the (Amos vr. 18) program.

Through the structural model in Fig. 5, the indicators related to acceptance or rejection were extracted, as shown in the following Table 9:

Table 9: Indicators for the Knowledge Marketing (KM) Variable Scale

No.	Indicator	Optimal values for the index	factor analysis results KM	Acceptance Decision
1	DF	Greater than (0)	0.259	Accept
2	CMIN/DF	Between (1-2)	1.45	Accept
3	GFI	Greater than (0.90)	0.92	Accept
4	RMSEA	Less than (0.08)	0.04	Good Match
5	AGFI	Greater than (0.90) Good fit, greater than (0.85) Acceptable fit.	0.88	Acceptable Match
6	CFI	Greater than (0.90)	0.94	Accept
7	NFI	Greater than (0.90)	0.90	Accept
8	IFI	Greater than (0.90)	0.93	Accept

Reference: Prepared by the researcher based on the outputs of the (Amos vr. 18) program.

The results presented in Table 9 indicate positive outcomes that suggest the acceptance of the structural model for the dependent variable (KM).

Conclusions and Recommendations

Conclusions

This section focuses on the most important findings of the research in light of the theoretical and practical frameworks derived from the research results, as follows.

- The intellectual discussions indicate the necessity of focusing on the Knowledge Partnership Strategy, as it is the appropriate path for communication and collaboration to build shared visions and goals, supporting its capabilities materially and intellectually, and addressing problems to achieve innovation, creativity, excellence, and proactivity.

- Literature highlights the importance of Knowledge Marketing in universities, especially since they represent "markets of knowledge," contributing to building and developing the community and its performance in shaping its scientific, technical, professional, and political leadership, responsible for driving change and progress in all fields. This enables them to open their doors to beneficiaries in an effort to enhance their performance, solve their problems, and strengthen relationships to serve their communities.

- The descriptive and diagnostic results for the Knowledge Partnership Strategy variable indicate that the University of Mosul operates under agreements and memoranda of understanding at both internal and external levels to address unexpected changes and keep pace with developments, relying on a availability rate of (69%). The overall availability rate of Knowledge Marketing tools reached (66%), which is a good percentage; however, the gap percentage was (32%), which, in light of the items and dimensions included, may be attributed to external variables beyond the study model.

- The results indicate that there is a significant impact of the dimensions of the Knowledge Partnership Strategy as an independent variable on the Knowledge Marketing tools as a dependent variable, with an overall impact value of approximately (57%), which is a positive outcome.

Recommendations

This section presents a set of recommendations for the researched organization specifically, and similar organizations generally, based on the conclusions and results obtained, including:

- The necessity of creating an appropriate environment that fosters collaboration and partnership among employees to access their knowledge and prevent its monopolization, while also engaging with their organization and the community to achieve creativity and innovation and solve problems.

- The need to promote a culture of partnership among researchers and academics to acquire and enhance the value of knowledge, especially as it increases in value when used to solve problems faced by the community, organizations, and individuals, achieving leadership and excellence.

- The ongoing effort to develop the performance of specialized entities in Knowledge Marketing by opening new channels for promotion and dissemination of knowledge, identifying its features and benefits to facilitate the entry of new partners and secure significant support. This can be achieved by transforming the Knowledge Marketing unit into a department and working on distributing these departments to colleges to expand their operational scope more quickly and efficiently, without being restricted to a single entity, as the complexity of procedures can lead to negative outcomes and reduce motivation.

- Increased focus on building relationships among its scientific departments on one hand, and its colleges on the other, as improving internal relationships is a first step towards establishing external knowledge partnerships.

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