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Strategic Knowledge and Its Role in Talent Management in the Iraqi Industrial Sector

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Abstract

The study sought to investigate strategic knowledge by examining its components: the organizational environment, strategic priorities, organizational capabilities, and its influence on talent management. Talent management was assessed through exploratory talent and exploitative talent dimensions. The research was conducted on a group of employees from the Iraqi industrial sector. A descriptive-analytical method was used to gather, describe, and analyze data. The data was collected using a questionnaire as the main tool. A total of 250 randomly selected employees from the industrial sector participated in the study. Various statistical methods were employed to analyze the data and draw conclusions. These methods included Cronbach's Alpha, arithmetic mean, standard deviation, Pearson's correlation coefficient for examining relationships between variables, as well as t-tests, F-tests for assessing the significance of regression models, and R-squared.

Keywords: Strategic Knowledge, Talent Management, Iraqi Industrial Sector.

Introduction

Knowledge has become a necessity for survival in the business environment, especially in our current era, which is heavily reliant on a knowledge-based economy across all sectors of organizations. Knowledge, in its various forms and sources, contributes to the development of organizational activities according to the organization's ability to invest in that knowledge through strategic plans and decisions. However, this has become less effective in a highly competitive and constantly changing environment. Therefore, the need has emerged to acquire knowledge with distinctive properties that competitors cannot easily imitate or transfer from one organization to another. Such knowledge is called rare and unique strategic knowledge, which grants the organization capable of acquiring and possessing it a longer-term strategic success than organizations that do not have it or lack the ability to acquire it. This is achieved not only through the organization's absorptive capacity to acquire, internalize, transform, and apply external knowledge within the organization, but also by integrating it with their existing knowledge stock. This integration enhances exploratory and exploitative activities of market opportunities with organizational agility, supported by superior organizational capabilities,

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which sustain the success and strategic direction of the organization in the contemporary business environment.

Chapter One: The Methodological Framework of the Research

First: The Research Problem

Organizations operate in an evolving environment, which requires them to keep pace by developing their capabilities. To achieve this, they undertake many steps aimed at applying their best knowledge. Through these capabilities, they can form a vision toward the future direction that places them where they aspire to be. This can only be achieved through organizing the human resources they possess, as this organization helps in generating ideas that develop their skills, leading to the concept of developing their capabilities to keep up with various environmental changes. The organization reflects its reality, which cannot be demonstrated except through its available potentials. Here, the problem of the study emerges in how these organizations can operate effectively, as no work or development can occur without reflecting the knowledge they possess on talent management. This raises the following questions:

- 1- Does the researched organization have a sufficient perception of strategic knowledge and its importance?
- 2- Does the researched organization have adequate knowledge to manage talents and ways to enhance it?
- 3- To what extent does strategic knowledge contribute to improving talent management in the studied organizations?

Second: The Importance of the Research

The importance of this research stems from the significance of the studied subject, which is reflected in the extent of the research sample's awareness of strategic knowledge, its importance, and its presence within them. Additionally, the research in the theoretical aspect adds scientific value to the library in a topic of great importance, and it also helps identify the potentials available in those organizations and their capacity to increase talent development, improve their abilities in their field of work, achieve growth, sustainability, and maintain a significant position in the market through the knowledge possessed by the organization. This, in turn, contributes to adopting new methods and approaches for acquiring, sharing knowledge, and exchanging experiences in HR functions.

Third: The Objectives of the Research

The main goal of this research is to identify strategic knowledge and its impact on talent management within the sample. This main objective can be achieved through the following general aims:

- 1- To define strategic knowledge and talent management in the studied organization.
- 2- To test the nature of the relationship between strategic knowledge and talent management among the employees of the studied organization.

Fourth: The Hypotheses of the Research

The hypotheses are based on answering the research problem and include two hypotheses:

- The first hypothesis proposes that there is a statistically significant relationship between

knowledge and its components and the strategies for managing human talent.

- The second hypothesis suggests that knowledge and its components have a statistically significant impact on the strategies for managing human talent.

Fifth: The Statistical Tools Used

a- Descriptive statistical measure: used to describe the characteristics of the study sample, present analysis, and derive means, standard deviations, and percentages.

b- (F-Test): to test the significance of the simple or multiple linear regression model.

c- (T-Test): to examine the effect of independent variables on the dependent variable (outcome).

Sixth: Data Collection Methods

The library sources were collected by gathering some important and necessary library references to cover the theoretical aspect. Additionally, the internet was relied upon to obtain data and information that enable coverage of both the theoretical and practical sides of the research.

Chapter Two: The Theoretical Framework

First: The Concept of Strategic Knowledge

From a strategic perspective, knowledge can be considered a vital resource for developing organizational assets. Effective management of knowledge is thus a primary source of competitive advantage for international organizations. For knowledge to be regarded as a strategic asset, it must focus on enhancing processes that facilitate the accumulation and absorption of knowledge-related capabilities (Nielsen, 2000:7). Building on this, Zack (2005:2-3) argued that the key link between strategy management and knowledge lies in understanding the strategic nature of knowledge itself. If strategists comprehend the strategic role of knowledge, they can incorporate it into strategic decision-making; likewise, knowledge management practitioners can emphasize strategic initiatives related to knowledge and learning. Neto *et al.* (2008:248) noted that the strategic concept of information and knowledge within organizations leads to the formation of "knowledge organizations"—entities that utilize information strategically across three areas: sense-making, knowledge creation, and decision-making. Antonov (2015:78) emphasized that for knowledge to be used as a strategic resource, organizations must identify their sources of competitive advantage. Strategic knowledge can be viewed as: *If the utilization of particular knowledge can generate or maintain a competitive edge by allowing the organization to more effectively develop or execute its strategy.* Therefore, knowledge should be considered a strategic resource.

Gakuo & Rotich (2017:21-22) argue that to effectively manage environmental changes, organizations adopt the concept of strategic knowledge management. This involves the systematic process of collecting, managing, and sharing the intellectual capital of employees across the organization to enhance overall effectiveness. Strategic knowledge management enhances the exchange of both explicit and tacit knowledge, which benefits the organization as a whole. Essentially, it serves as a framework or methodology that empowers individuals within the organization to establish practices for systematically collecting information and sharing their expertise, including skills, experiences, beliefs, values, and ideas. This process ultimately leads to improved services and better outcomes.

Second: Enhancing Strategic Knowledge and Its Importance

Some key issues are crucial for strengthening strategic knowledge for performance (Coleman, 2008:319):

1. Focusing on the modern/community organization as a strategic organization.
2. Developing a shared, strategically oriented plan.
3. Emphasizing results rather than just outputs.
4. Measuring the organization's mission statement.
5. Using strategic data and knowledge for decision-making.
6. Strategically improving performance management systems.
7. Using performance indicators to evaluate organizational performance.

Paul & Carrillo (2010:10) also clarified that the benefits of treating knowledge management as a strategic goal include the organization's capacity to harness individual expertise to develop innovative solutions when approached from a strategic standpoint. Opportunities for learning, creativity, ongoing behavior, and practice improvement are fostered through a strong culture of collaboration rather than solely individual accomplishments. Future success relies not only on individual efforts but also on the collective ability to utilize knowledge effectively to attain widespread results and high performance. Kahare (2011:259) pointed out that the main goal of research and practice in knowledge management is to facilitate effective and efficient participation among organizational members. Strategic knowledge management enables organizations to combine their market and product knowledge with change adaptation, providing a sustainable competitive advantage. The strategic capability in knowledge management should support early detection of change patterns, interpret potential influences, and enable the organization to anticipate and monitor possible change pathways.

Furthermore, the strategic knowledge of an organization is closely intertwined with the strategic role of information systems, which utilize information technology to create products, services, and capabilities that give companies a competitive edge. This has led to the emergence of the concept of strategic information systems, which are designed to support business strategies and competitive positioning (Ucakturk & Villard, 2013:103). Knowledge, seen as a strategic resource, empowers organizations to more effectively formulate and execute their competitive strategies. In recent years, managers in various industries have increasingly acknowledged the importance of knowledge as a strategic asset and the necessity of managing it to maintain competitiveness (Marques et al., 2015:4). Adopting knowledge management as a central strategic asset positively influences product innovation, decision-making, organizational adaptation and performance—leading to more informed decisions, simplified processes, reduced redundancies, enhanced creativity, data integrity, and increased internal collaboration. Implementing strategic knowledge management improves organizational performance, as knowledge is viewed as the most crucial strategic resource to help organizations survive in turbulent environments.

Third: The Concept of Talent Management

The concept of talent encompasses daily challenges, routine matters, and the current business environment's investment opportunities to ensure future success. Managers face difficulties in maintaining stability while preparing for inevitable change, as focusing on both simultaneously is challenging; managers often concentrate on urgent daily activities, leaving little time for future

planning and exploration (Shields & Travis, 2017:66). At the individual level, talent refers to a person's ability to engage in exploratory and investment activities, and to shift between them (e.g., from generating ideas to implementing them) (Revrilla & Rodriguez, 2018:2). It also involves the simultaneous pursuit of alignment and adaptation—organizations should not only produce outputs aligned with their goals but also be adaptable to changing demands in their operational environment (Liu *et al.*, 2018:2). It includes exploring new opportunities while leveraging current capabilities, embodying the behaviors of exploration and exploitation (Chue *et al.*, 2018:34). Talent is a dynamic ability that encompasses the development of activities related to sensing, seizing, and transforming opportunities. This ability is heavily reliant on managers, who play a crucial role in striking a balance between the conflicting demands of exploration and exploitation (Dol *et al.*, 2018:3). In essence, talent refers to the ability to use both hands equally effectively, making it a crucial organizational skill that shapes the relationship between creative, exploratory, and exploitative behaviors and overall performance. Unlike these behaviors themselves, talent is the capacity to sustain these activities over time (Ascherbrücker & Kretschmer, 2019:118). It has also been described as a critical strategic approach following the behavioral theory of the organization, extensively discussed since March's foundational work (1991), which focused on exploration and exploitation in organizational learning (Tsai & Ren, 2019:1). Some organizations create dual (double) organizational structures—some units focus on exploration (creativity), while others focus on exploitation (efficiency) (Secchi & Camuffo, 2019:25).

Fourth: The Importance of Talent Management

The pursuit of talent has become an inevitable aspect for most organizations. Competent organizations have developed methods to deal with conflicting tensions (Papachroni *et al.*, 2016:1792). Talent is a tool capable of leveraging current capabilities—such as developing existing skills through product development, enhancing experiences, and reusing current technologies—and exploring new opportunities, including acquiring new technologies, skills, and fostering innovation. Achieving talent enables organizations to enhance their performance and competitive advantage, allowing them to successfully continue exploration and investment by utilizing knowledge resources and supportive activities (Chen *et al.*, 2016:2-3). A proficient organization is one that can create a trade-off between knowledge holders and the purpose of acquiring knowledge to generate valuable opportunities for future investment (Rao-Nicholson *et al.*, 2016:6).

Proficient organizations are those capable of making better strategic decisions, thus being better prepared for the future and capable of managing crises effectively. They possess the agility necessary for survival in dynamic environments (Forbach *et al.*, 2016:1433). The strategic orientation of an organization is influenced by top management teams, either directly through their ability to manage resources and make strategic decisions to meet conflicting organizational demands, or indirectly through their capacity to design and facilitate the effective deployment of competent human resources (Venugopal *et al.*, 2017:5).

Organizations with high talent are those that excel in leveraging existing products (recurrent and increasing talent) and exploring new products (foundational talent). Investment involves practices aimed at maximizing the benefits from new knowledge, while exploration pertains to practices that involve seeking out and experimenting with new knowledge, talent is viewed as the capability to balance both exploratory and exploitative practices simultaneously to enhance performance. The concept of talent considers exploration and exploitation as complementary

strategies, enabling continuous improvement of existing processes while generating new alternatives. Teams engaged in developing new products tend to be more effective and have a better understanding of the market quickly, which improves the efficiency of new product development. Consequently, organizations that effectively explore and exploit can expand their innovative capabilities (Benitez *et al.*, 2017:14).

Skilled companies harmonize conflicting needs by simultaneously improving their existing capacities and investigating new possibilities to achieve outstanding results (Faial & Vieira, 2017:447). They excel in talent management by applying these principles to both managers and entrepreneurs. Studies suggest that individuals can make a substantial impact on organizations by displaying behaviors that may appear contradictory, with certain behavioral and social characteristics strongly linked to managerial aptitude (Neill *et al.*, 2017:299).

Managers aiming for an integrated strategy should focus on building a proficient organization capable of balancing and harnessing various activities in exchange situations (Rothaermel, 2015:184).

Chapter Three: The Applied Aspect

First: The Primary Hypothesis One

which states: "There is a statistically significant correlation between knowledge and its dimensions and the strategies of human talent management."

The researchers analyzed the value of the simple correlation coefficient to determine whether to accept or reject the hypothesis that there is a strong positive relationship between knowledge and talent management. Their findings revealed a correlation coefficient of 0.389, which indicates a positive relationship between the independent variable (knowledge) and the dependent variable (talent management). Additionally, this correlation is statistically significant at the 1% level, with a confidence level of 99%.

Given these results, the researchers conclude that the first primary hypothesis is **accepted**. This means that the hypothesis that there is indeed a strong positive relationship between knowledge and talent management is supported by the data.

		Correlations				
		Environment	Priorities	Capabilities	Knowledge	Talent
Environment	Pearson Correlation	1	.693**	.664**	.893**	.342**
	Sig. (2-tailed)		.000	.000	.000	.000
Priorities	Pearson Correlation	.693**	1	.702**	.883**	.332**
	Sig. (2-tailed)	.000	.	.000	.000	.000
Capabilities	Pearson Correlation	.664**	.702**	1	.850**	.356**
	Sig. (2-tailed)	.000	.000		.000	.000
Knowledge	Pearson Correlation	.893**	.883**	.850**	1	.389**
	Sig. (2-tailed)	.000	.000	.000		.000
Talent	Pearson Correlation	.342**	.332**	.356**	.389**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
**.Correlation is significant at the 0.01 level (2-tailed).						

Table (1): Correlation Coefficient Matrix between Strategic Knowledge, Its Dimensions, and Talent Management.

Second: The Significance of Talent Management

Pursuing talent has become an essential goal for most organizations. Competent organizations have developed methods to manage conflicting pressures (Papachroni *et al.*, 2016:1792). Talent is a strategic resource capable of leveraging existing capabilities—such as developing current skills through product enhancement, improving experiences, and reusing existing technologies—and exploring new opportunities, like acquiring new technologies, skills, and fostering innovation. Achieving talent enables organizations to boost their performance and competitive advantage, allowing them to continue exploring and investing effectively by utilizing knowledge resources and supportive activities (Chen *et al.*, 2016:2-3). An agile organization is one that can create a trade-off between knowledge holders and the purpose of acquiring knowledge, generating valuable opportunities for future investment (Rao-Nicholson *et al.*, 2016:6).

Proficient organizations are those capable of making better strategic decisions, thus being better prepared for the future and capable of managing crises effectively. They possess the agility necessary for survival in dynamic environments (Forbach *et al.*, 2016:1433). The strategic orientation of an organization is influenced by top management teams, either directly through their resource management and strategic decision-making abilities to meet conflicting organizational demands, or indirectly through their capacity to design and facilitate the effective deployment of competent human resources (Venugopal *et al.*, 2017:5).

Organizations with high talent are those that excel in exploiting current products (recurrent and increasing talent) and exploring new products (foundational talent). Investment involves practices aimed at maximizing benefits from new knowledge. While exploration pertains to practices that involve seeking out and experimenting with new knowledge, talent is viewed as the ability to balance both exploratory and exploitative practices simultaneously to achieve improved performance. These strategies are considered complementary, enabling continuous

improvement of existing processes and the generation of new alternatives. Teams engaged in developing new products tend to be more effective and quickly gain a better understanding of the market, which enhances the efficiency of new product development and thereby expands the organization's capacity for innovation (Benitez *et al.*, 2017:14).

Proficient organizations address conflicting demands by simultaneously investing in their current capabilities while exploring new opportunities, thereby achieving superior performance (Faial & Vieira, 2017:447). The application of the talent concept by managers and entrepreneurs leads to outstanding organizational performance, as individuals can benefit organizations through working in ways that appear contradictory, with specific behavioral and social traits closely linked to managerial talent (Neill *et al.*, 2017:299).

Managers aiming for an integrated strategy should focus on developing a proficient organization capable of balancing and harnessing various activities in exchange situations (Rothaermel, 2015:184).

And from this hypothesis, three sub-hypotheses are derived:

1. Organizational Environment: The correlation coefficient between the organizational environment and talent management is 0.342, with a statistical significance of 1%. This indicates a strong and statistically significant relationship between these two factors. This supports the validity of the first main hypothesis.
2. Strategic Priorities: The correlation coefficient between strategic priorities and talent management is 0.332, with a statistical significance of 1%. This suggests a strong and statistically significant positive correlation between these two variables. This supports the validity of the first main hypothesis.
3. Organizational Capabilities: The correlation coefficient between organizational capabilities and talent management is 0.356, with a statistical significance of 1%. This indicates a strong and statistically significant relationship between these two factors. This further supports the validity of the first main hypothesis.

Second: Testing the Effect Hypotheses between the Study Variables

This section explores the level and direction of influence relationships between the study variables, both directly and indirectly. The Structural Equation Modeling (SEM) approach was adopted, which is widely used in management to estimate data, test theories and conceptual hypotheses, interpret consumer behavior, forecast future trends, and study the behavior of individuals within organizations. It is a powerful and modern technique capable of handling large sets of independent and dependent variables, including latent (unmeasured) variables that result from a set of measurable variables. SEM (Structural Equation Modeling) evaluates the hypothesized relationships between latent variables, allowing researchers to test study hypotheses through a comprehensive structural model. This model examines linear relationships, interdependence among variables, measurement errors, and the connections among multiple latent variables that are measured by various indicators, providing a robust framework for understanding complex variable interactions (Carvalho & Chimay, 2014:6). It is one of the most flexible statistical methods because it extends beyond simple linear regression to include multiple regression relations (Nachtigall *et al.*, 2003:3). Regression, path analysis, factor analysis, and causal models are all specific cases of SEM. It is primarily confirmatory rather than exploratory, used to build models in systems with non-directional influence of one variable

on another, and to estimate and specify linear relationships between variables, including both observable and latent ones. Latent variables are theoretical constructs that cannot be directly measured. SEM provides a stronger alternative to simple and multiple regression, path analysis, factor analysis, and time series analysis. Each variable in the model is represented by a set of measured variables that serve as indicators, represented graphically. The SEM model is a hypothetical pattern of directed and undirected linear relationships among a set of latent and observed variables. Directed relationships indicate some form of influence from one variable on another, while undirected relationships indicate correlations without causality.

Third: Testing the Second Main Hypothesis

which states: "There is a significant influence of knowledge and its dimensions on the strategies of human talent management."

The researchers employed a structural equation model, utilizing the software PL S-4, to evaluate the hypotheses regarding the direct relationships among the variables. The findings indicate that the data are suitable for the model, as the Root Mean Square Residual (RMR) value is 0.26, which is below the acceptable threshold of 0.8. In the structural model, the arrow connecting the independent variable, knowledge, to the dependent variable, talent, represents the causal relationship, with the standardized coefficient used for hypothesis testing. The coefficient of determination (R^2) for talent is approximately 15%, indicating that knowledge accounts for about 15% of the variations in talent within the Iraqi industrial sector. The remaining 85% of the variations are attributed to other factors not considered in the model.

Moreover, the regression coefficient for the relationship between knowledge and talent was 0.39, which is statistically significant, as indicated by a critical ratio of 5.479, exceeding the threshold for significance. This suggests that a one-unit increase in knowledge levels will result in a 39% increase in talent levels, thus supporting and confirming the second main hypothesis. The following table summarizes the analysis results, showing that all model estimates and C.R. values are statistically significant at the $P < .01$ level, fulfilling the necessary conditions for hypothesis acceptance.

			Estimate	S.E.	C.R.	P
Org. Ambidexterity	<---	Knowledge	.421	.077	5.479	***
OE	<---	Knowledge	.893	.035	25.734	***
SP	<---	Knowledge	1.034	.042	24.330	***
OC	<---	Knowledge	.812	.039	20.900	***
ERI	<---	Org. Ambidexterity	.923	.037	24.780	***
EVI	<---	Org. Ambidexterity	1.077	.037	28.931	***

Table (5-21): Effect Model Estimates for the Knowledge Variable on Strategies of Human Talent Management.

Regression Weights (Group number1-Default model)

General Conclusion

1. Study Results:

The relationships (whether correlational or causal) examined in this study were entirely based on theoretical or applied grounds. Most related studies, whether partially or fully, concluded that

the relationship between these variables was positive in achieving and strengthening not only the dependent variable of this study (talent management) but also other strategic areas such as organizational performance, bargaining advantage, entrepreneurship, and other strategic objectives that our contemporary organizations seek to attain and sustain over long periods. This supports the complex and unstable nature of these relationships. The researchers examined these relationships through a series of main periods based on diverse literature that tested these partial relationships and provided evidence of their positive and influential presence. Recently, they have reviewed the relationship among the study variables collectively, reflecting the perceptions built upon rigorous scientific literature from previous periods.

2. The Relationship Between Strategic Knowledge and Talent Management

A culture of knowledge sharing fosters the exchange of information and innovation among employees, which in turn promotes effective talent management. Such a culture enhances collaboration and openness, leading to increased knowledge sharing within the organization. This environment encourages employees to demonstrate mutual respect and openness, resulting in higher levels of knowledge exchange. Additionally, when strategic leadership cultivates a knowledge-sharing culture, it can significantly improve the organization's capacity for innovation. This culture positively influences talent by supporting both exploratory and exploitative activities among employees.

Organizations also gain advantages by their ability to explore and simultaneously invest in diverse knowledge sources, achieving a beneficial mix that supports talent development. Talent management is particularly crucial in how organizations interact with their external environment; organizational performance is closely tied to strategies for sourcing knowledge from both internal and external sources. An overemphasis on internal or external assets alone may lead to obsolescence and higher costs, whereas the benefits of talent are maximized when organizations explore and invest in both internal and external knowledge simultaneously. Although much literature has addressed talent management with a focus on integration, emergent situations, and investment/exploration policies, few studies have emphasized the strategic importance of external knowledge in fostering talent and enhancing organizational performance, as illustrated in figure (1) (Vrontis *et al.*, 2017:375).

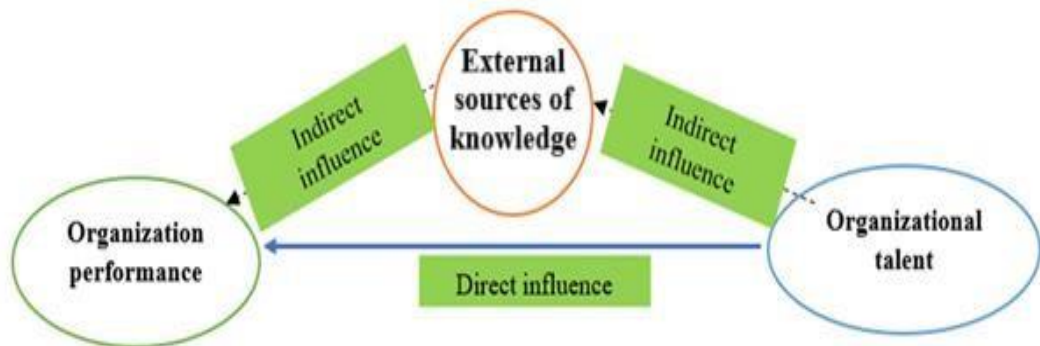


Figure (1): The Strategic Role of External Knowledge Sources in Talent and Organizational Performance (Vrontis *et al.*, 2017:375).

From the content of this paragraph, it is clear that the relationship between strategic knowledge and talent management is a reciprocal and balanced one. Organizations seek to explore external

knowledge to renew their knowledge base by integrating new knowledge with existing knowledge and investing in it. This allows for knowledge exchange that generates new ideas, which can be applied to gain advantages. Such organizations can become proficient by achieving a balance between exploratory and exploitative aspects of strategic knowledge. This relationship can be represented by the following diagram:

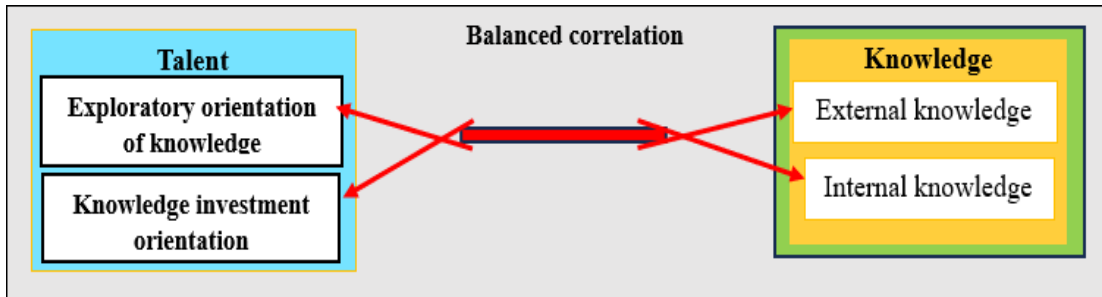


Figure (2): The Balanced Correlational Relationship Between Knowledge and Human Talent Management Strategies

Source: Prepared by the researchers based on previous literature.

Based on the general conclusion and the results of the relationships between variables, the study's conclusions are as follows, according to the theoretical and field framework of the study:

1. The variable of strategic knowledge includes three essential dimensions that must be studied extensively to reinforce strategic cognitive aspects within their external and internal work environment, namely:

a. Studying and analyzing the external and internal organizational environment, with a focus on its specific industry environment and the surrounding competitive environment, which ranked first in the sample members' awareness.

b. Identifying strategic priorities related to the private sector to achieve better focus on enhancing its strategic orientation and attaining strategic success that strengthens its competitive position, which ranked third in the sample members' awareness.

c. Possessing entrepreneurial and strategic organizational capabilities that enhance its readiness to anticipate future environmental changes and emerging needs, and to act quickly to meet them, relying on an early warning system that detects current and future customer desires. This dimension ranked second in the sample members' awareness.

2. Achieving talent management requires two main orientations that receive significant attention from decision-makers to make the organization talented:

a. Creativity and exploratory orientation towards new opportunities, with the ability to distinguish itself before competitors and gain a competitive advantage, which ranked first in the sample members' awareness.

b. Creativity and investment-oriented approach towards distinguished environmental opportunities, with the ability to invest in them to gain the first-mover advantage and harvest profits before other competitors, which ranked second in the sample members' awareness.

3. The possession of advanced strategic capabilities (strategic sensitivity, collective

commitment, and resource fluidity) within the Iraqi industrial sector is expected to proactively enhance its exploratory orientation towards its current environment, distinguish available and future opportunities, and exploit them efficiently and effectively—thus ensuring its continued status as a talented organization within its business sector.

Suggestions and Future Perspectives:

Suggestions

1. Although the necessity of distancing strategic knowledge is recognized, it can be enhanced to build a knowledge system with a strategic nature. This requires the availability of a feature (renewed dynamism) resulting from integrating new knowledge with the current knowledge of the sampled companies to form strategic knowledge that serves the processes of formulating and implementing the targeted strategic plan.
2. Despite the importance of possessing the ability to independently perform exploratory and investment-oriented creative directions, this remains insufficient for building a talented organization. Achieving mastery requires balancing both exploratory and investment approaches simultaneously within the Iraqi industrial sector environment to harness the advantages of both directions together.
3. There is a need for strategic programs that are continuously used to study the Iraqi environment and its variables within the Iraqi industrial sector. These variables are still not fully aligned with societal and customer desires, in addition to the potential for innovating new services and offers to increase customer numbers within local and international networks.
4. Maintaining a high level of skills and knowledge, along with increasing experience among the senior management of the sampled companies, to provide a competitive advantage derived from their exploratory and investment creative capabilities in leveraging available and future environmental opportunities.
5. The necessity of adopting proactive work behaviors, especially focusing on the principle of good faith in dealing with employees when performing their assigned tasks. Such a culture will positively contribute to preventing problems and avoiding future issues, based on diverse solutions stored within the previous knowledge stock for dealing with accumulated experiences and diverse solutions for crises.
6. The need to practice entrepreneurial readiness processes, with a greater focus on cooperation and communication with all relevant parties internally and externally to the organization. This ensures the flow of knowledge to decision-makers, which can be achieved by relying on various communication channels and holding regular meetings with service providers who are in direct contact with customers and fully aware of their unmet needs and desires. This will enhance the organization's competitive ability and help it stay at the forefront.
7. The proactive utilization of customer suggestions, which are verbally presented to staff in service centers across provinces, as well as written complaints and comments on social media platforms. These should be communicated to decision-makers as quickly as possible for discussion and consideration of their adoption or rejection, along with providing solutions to identified problems and addressing the causes of complaints. Additionally, customer comments on social media should be received openly, sharing topics that have consensus—either positively to reinforce and develop them, or negatively to distinguish and address them to avoid future issues.

Future Perspectives for the Study

Acknowledging the significance of the variables in the study and the potential for further exploration, the researchers suggest several avenues for future research, building upon the current study and exploring the potential for logical connections and measurements with other variables, including:

1. Studying the relationship between strategic knowledge and economic intelligence in enhancing organizational strategic awareness.
2. Studying the relationship between strategic knowledge and the characteristics of knowledge creators in strengthening the core capabilities of educational organizations.
3. Investigating the relationship between knowledge absorption capacity and talent management in enhancing the strategic reputation of contemporary organizations.
4. Exploring the relationship between entrepreneurial readiness and knowledge absorption capacity in fostering strategic agility within industrial organizations.
5. Examining the interactive role of strategic knowledge in strengthening the relationship between cognitive competence and strategic clarity within organizations.

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