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THE IMPLICATIONS OF KNOWLEDGE MANAGEMENT STRATEGY IN REDUCING STRATEGIC MYOPIA

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Abstract:
The purpose of the present study is to identify the role of the knowledge management strategy (System-oriented Strategy, People-oriented Strategy) in reducing strategic myopia (spatial and temporal), and the use of resolution as a key tool for collecting the necessary data to achieve its objective. A number of (60) forms were distributed to determine the level of knowledge management strategy availability and strategic myopia, and (57) were retrieved, and after tabulation the data showed that the valid questionnaires (53) were a questionnaire, in addition to using a combination of statistical methods, represented by the weighted mean, standard deviation, and simple correlation coefficient. The results of the study showed that there is a positive correlation between the knowledge management strategy and strategic myopia, since the application of the knowledge management strategy reduces strategic myopia, thus making it possible to assert that the application and increased awareness of the studied sample leads to the development of the potential of the institutions studied.

Keywords: knowledge management strategy & strategic myopia.

INTRODUCTION

Business organizations are at the core of a country, as they contribute significantly to creating a healthy and pollution-free environment, as well as encourage the community to develop its own knowledge potential to create high-level awareness, and thus promote knowledge management strategies that motivate organizations to take on the challenge of exploring a system-oriented strategy. The strategy of moving toward individuals through which organizations may be able to reduce strategic myopia, as well as the challenge of exploiting such strategies, especially when considering the limited physical, technological and human resources of the organizations, and not relying on strategic plans that take into account sudden health conditions, This study therefore focused on the subject of knowledge management strategies, which have an active role in developing the modalities by which strategic myopia can be reduced.

This study may consist of four studies, the first study is the study methodology represented in the study problem, its importance and its objectives . The second research clarified the theoretical aspect of the study. The third research included the practical aspect of the study. The fourth discussion showed the conclusions and recommendations of the study.

THE FIRST TAPE: RESEARCH METHODOLOGY

First: The problem of searching

Rapid environmental developments and leaps in the business world have contributed to the conviction of decision makers in today's organizations about the unrealism of relying on financial indicators in assessing the strategic myopia of their core activities and assistance. The knowledge managers noted the importance of this strategy in developing certain types of capabilities whose ownership leads to a higher level of strategy for those organizations, and that owning and applying these strategies in the proper manner would have positive consequences for building high-level strategic scenarios.

1- What level of emphasis does the sample examined emphasize the importance of the knowledge management strategy for those who manage this activity?

2- To what extent the sample studied emphasizes the need for balance between knowledge management strategies.

3- How well do knowledge management strategies contribute to reducing strategic myopia.

Second: The importance of research

Current research is relevant: -

a) A few key studies of knowledge management strategies have contributed to bridging the knowledge gap in this area.

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b) The current research derives its field relevance through its contribution to, among other vital areas, the introduction of modern management concepts, particularly knowledge management strategies, which would contribute to reducing strategic myopia, and thus the potential to use this strategy to improve organizational reality.

Third: Research objectives

The objectives of this research can be defined as: -

1- Recognize the availability of knowledge management strategies in the studied sample.

2- Determine the level of interest of the studied sample by developing plans to reduce strategic myopia.

3- Identify the nature and type of relationship between the dimensions of knowledge management strategies and strategic myopia.

Fourth: The hypothesis of research

In light of the research methodology, objectives and importance discussed, the hypothesis of the research was prepared, see Figure 1, to express the relationship between the research variables. The search schema revolves around a set of relationships between the search variables as follows: -

1) **Independent variable**: It outlines knowledge management strategies, and includes two dimensions (System-oriented Strategy, People-oriented Strategy) and is measured by mediation (Choi & Lee, 2002:185).

2) **The dependent variable**: The annexation of strategic myopia, consisting of six dimensions (spatial myopia, temporal myopia), has been adopted (Al-Sarayreh, 2020).

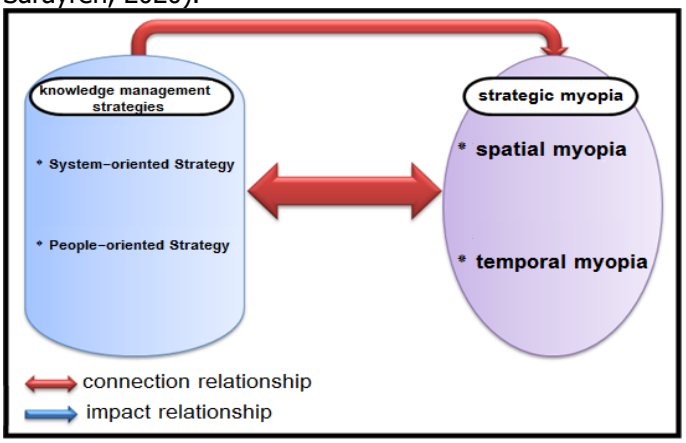

Figure (1) The hypothesis of research

Fifth: Research assumptions

Main hypothesis 1: There is a statistically significant correlation between knowledge management strategies and strategic myopia, and two sub-hypotheses come from this hypothesis:

The first sub-hypothesis: There is a statistically significant correlation between the dimension of the orientation strategy and the strategic myopia of its dimensions (spatial myopia, temporal myopia).

Second subhypothesis: There is a statistically significant correlation between the dimension of the individual-oriented strategy and strategic myopia in its dimensions (spatial myopia, temporal myopia)

Main hypothesis 2: There is a significant statistical significant influence of the knowledge management strategy in strategic myopia, and two sub-hypotheses are sublinked to this hypothesis:

The first sub-hypothesis: There is a statistically significant effect of the dimension of the orientation strategy toward the system in the combined strategic myopia

The second sub-hypothesis: There is a statistically significant significant effect on the dimension of the individual-orientation strategy in the combined strategic myopia.

Sixth: Description of the search sample

The study sample was for the 60 employees of Zain Iraq Company in Diwaniya governorate who distributed 60 questionnaire forms, from which 57 were recalled and after tabulating the data, it was found that the suitable forms were 53, which indicates that the response rate was 88%.

Seventh: Data and information collection tools

- **Theoretical tools: -**

In order to enrich the theoretical aspect of research, reliance has been placed on books, magazines, periodicals, as well as the Global Information Network (Internet).

- **Field-side tools: -**

In order to complete the field aspect of the research, the resolution was used as the primary data collection tool, and the resolution included two main axes, which were illustrated in table 2.

Table 2 Resolution form axes, metrics and coding

Variables	Dimensions	NO.	Sources
knowledge management strategies	System-oriented Strategy	4	Choi& Lee, 2002
	People-oriented Strategy	4	
strategic myopia	spatial myopia	9	Al-Sarayreh, 2020
	temporal myopia	9	

eighth: Statistical methods

A number of statistical methods have been used to deal with forms collected from respondents and using the SPSS statistical portfolio: -

1- Banknote arithmetic medium: To measure the level of availability of any of the sub-dimensions of research in the studied sample.

2- Standard deviation: To measure the level of dispersion of values from their arithmetic circles.

3- Spearman: To measure the nature and type of correlation between research variables.

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4- Multiple simple linear regression equation

SECOND TAPE: CONCEPTUAL FRAMEWORK

First: Knowledge management strategies

1) Concept of knowledge management strategies

It is self-evident that the knowledge management strategy should be integrated into the Organization's strategy as a modern and effective means of achieving the results to which today's organizations are reaching. However, knowledge practices and management vary from organization to organization, and organizations work to adopt a variety of strategies and policies in managing their knowledge, depending on the different objectives set, the nature of the organization's work and the input they adopt. In this context, (Kasten, 2009:38) refers to the knowledge management strategy as a set of principles and philosophies that direct FAO activities to the storage, development and use of knowledge.

(Chio Etal, 2002:173), affirms that it is the appropriate management to determine how the organization's resources are used to enhance the quantity and quality of knowledge to achieve desired results. And contribute to creating consistency between the organization's resources and its knowledge capabilities (Zack, 1999:125). In a reference to (Herdy, 2011:141), the need to provide systems of knowledge sharing and to strengthen learning networks by building stories and experiences of others, making them a focus of interest and a priority for change. (Wen, 2008:828) emphasized the need to bring the knowledge management strategy into balance with the organization's strategy. Business organizations differ in adopting the appropriate knowledge management strategy (Nikabadi, 2012:56), noting that the knowledge management strategy is embodied in a conservation strategy and an adventure strategy, and that matching the two strategies can be optimized in performance.

2) Importance of knowledge management strategies

The most valuable asset in twenty-first century organizations is knowledge and knowledge workers. In this context, the Organization's ability to invest its knowledge assets has become more critical than its ability to invest and manage its physical assets. In order for organizations to be successful in investing their knowledge assets, the mission of the organization's objectives must match the knowledge management strategy (Kim Etal., 2003:297). (Tiwane, 2000:103) noted that there is a clear link and coordination between the knowledge management strategy and the business strategy, and the strategy makers (SOs and knowledge managers) should make notes on the key impact of knowledge in integrating the strategy with organizational success. In addition, organizations need to ensure that their knowledge management strategy and knowledge program are commensurate with their technological methods and learning culture. (Snyman et al, 2004:216), added that the knowledge management strategy works as a framework in organizations that helps manage new initiatives that target the development of intangible assets of knowledge, and defines the processes and techniques required for the effective flow of knowledge. Knowledge management will not, however, be managed in parallel with business strategy management but must be an integral part and if not, a knowledge management strategy will not succeed in achieving tangible objectives. The knowledge management strategy in its work should reflect a competitive strategy, creating customer and client value supportive of an economic model that enables the people of the Organization to participate by transmitting that value.

3) Dimensions of knowledge management strategies

Knowledge management strategies can be measured in two dimensions:

a. System-oriented Strategy: This strategy has been called the focus of the strategy's work: The knowledge Network Model, the product supply portal, the transformation model, and the electronic documentation portal (Jennex, 2011:195). The system-oriented strategy (Hsieh,2007:179) represents the acquisition of external knowledge and collaboration in formal ways.

b. People-oriented Strategy: This strategy has been called the focus of the strategy's work: The community networking model, the process entry, the independence model, the collaborative approach, and organizational-social knowledge (Jennex, 2011:195). In his view (Hsieh, 2007:179), an individual orientation strategy refers to the acquisition of in-house knowledge and collaboration in informal ways.

The above can be said that balancing the system-oriented and people-oriented strategies will create strategic value that comes in the form of best-formulated decisions or creative ideas that reflect on the performance of knowledge management (Libya et al.,2011:3041).

Second: Strategic myopia

1) The concept of strategic myopia

Myopia from the point of view of medical science (Czakon et al., 2019:32) refers to the patient who cannot see distant objects, so from the point of view of businesses, an organization that does not build a vision that it serves long term will suffer from myopia. The roots of myopia go back to the writer Levitte (1960) who considered the famous article of myopia marketing (Levitt, 1960:1; Johnston, 2009:139), in which he pointed out that marketing short-myopia represents narrow thinking toward other things, he also focuses on the immediate requirements of organizations rather than on changing customer requirements and tastes, which can affect the organization's competitive advantage and lead to a lack of knowledge regarding the requirements of customers. He

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has attracted new customers to the organization, so strategic short-myopia is a case in which business can clearly see what is going to happen in the short term as the organization must ask itself whether it has a clear vision for the future of business over the next 5-10 years (Al-Sarayreh, 2020:10-14).

2) Reasons of Strategic myopia

The reason for strategic myopia is due to a variety of reasons:

a) Reducing Organization costs, as cost reduction is one of the cornerstones of value achievement in the management of the Organization, as well as achieving an efficient competitive advantage (Goncalves et al., 2018: 378)

b) Underutilization of FAO's resources for building and defending competitive advantage (Deac & stănescu, 2014:468).

c) FAO's inability to invest opportunities and resources properly (Madura et al., 2012:528)

d) FAO focuses on achieving short-term benefits, rather than investing its resources over the long term (Dennie, 2005:317).

3) Dimensions of strategic myopia

Strategic myopia can be measured in two dimensions

a) Spatial Myopia: This dimension focuses on current markets without taking into consideration the focus on new customers, because when the organization focuses on the current market, it does not take into account the opportunities present in the external environment and therefore focuses on the long term, i.e. its internal environment. Spatial short-myopia refers to lack of awareness or lack of benefit from the use of the techniques, processes, routape and markets targeted by the Organization.

b) Temporal Myopia: Decision makers in the organization focus on the current period without focusing on growth, investing future opportunities, and therefore, this threatens the sustainability of the organization, when managers or working individuals are able to focus only on the immediate consequences of their actions without considering other behaviors. This will affect future decisions, and will therefore affect the long-term stability they achieve (Ridge et al., 2014:603-605; Al-Sarayreh, 2020:18)

THIRD TAPE: THE PRACTICAL SIDE OF RESEARCH

First: Characterizing search paragraphs

The research sample consists of fifty-three respondents, so to facilitate analysis, the researcher analyzed tabulation, analyzed data, and extracted results, expressed internal variables in a set of symbols expressed in the statistical programs used, and therefore this paragraph refers to the expression of search variables and their representation in the table below.

Table 3. Resolution tool characterization

Variables	Dimensions	NO.	Cod
knowledge management strategies (KMST)	System-oriented Strategy	4	KSOS
	People-oriented Strategy		KSPO
strategic myopia (STMY)	spatial myopia	9	SSMY
	temporal myopia		TEMY

Second: Analyzing the normal distribution

If the moral value of the data is higher than 0.05, it can be said that the results of the research can be spread to society and vice versa if the moral value of the data is lower. In order to achieve this, we have to undergo a series of tests, the most commonly known of which are Kolmogorov and Shapiro-Wilk, which are verified by a P-value value and are acceptable when higher than (0.05). Table 4 shows the test of normal distribution.

Table 4 Tests Kolmogorov – Smirnov & Shapiro – Wilk

	Kolmogorov – Smirnov			Shapiro – Wilk		
	Statistic	**df**	**P**	**Statistic**	**df**	**P**
KSOS	0.177	53	****	0.909	53	***
KSPO	0.139	53	****	0.901	53	***
KMST	**0.132**	**53**	****	**0.921**	**53**	***
SSMY	0.163	53	****	0.895	53	***
TEMY	0.108	53	****	0.940	53	***
STMY	**0.146**	**53**	****	**0.965**	**53**	***

The results of the table (4) indicate that the significant value of the dimensions of the search variables is higher than (0.05), and therefore the test condition has been met, namely that the moral value of the variables entering is higher than (0.05), and therefore it can be said that the results obtained by the research can be generalized to the community of the research sample.

Second: Measuring instrument stability

Gauge stability describes the condition of the used gauge free of random errors. In order to verify the stability of the search tool, the Cornbrash Alpha coefficient was calculated to ensure that the resolution measured what was set, which required the use of the alpha kronbach coefficient to measure the stability of the search tool and that the value of this parameter must be higher than (0.60). As shown in the table below.

Table 5 Consistency of measurement tool

Variables	Cronbach's Alpha for Variable	Dimensions	NO.	Cronbach's Alpha for Dimensions	Cronbach's Alpha for Search
knowledge management strategies	0.863	System-oriented Strategy	4	0.871	0.910
		People-oriented Strategy	4	0.879	
strategic myopia	0.896	spatial myopia	9	0.886	
		temporal myopia	9	0.945	

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The results shown in the table above indicate acceptance of the alpha kronbach coefficients because they met the condition, which is higher than (0.60), because the stability of the research meter was (0.910), to which the dependent variable (strategic myopia) contributed with a constant strength of (0.896).

Third: Descriptive statistics for research.

❖ **Knowledge management strategies variable**

The results of Table 6 indicate that the overall mean of the knowledge management strategy variable was (3.67) and a standard deviation of (0.823), and that the contributing dimension may be that of the KSOS strategy with an arithmetic mean of (3.74) and a standard deviation of (0.753). The last place in the KSPO dimension was with an arithmetic mean of 3.59 and a standard deviation of 0.945, and above it can be said that the sample studied should improve its interpersonal ability strategy in order to enhance their satisfaction and stimulate creativity in the organization.

Table 6 Statistical description of paragraphs and dimensions of knowledge management strategies

No.	mean	dard deviation	Order of Importance	No.	mean	dard deviation	Order of Importance
Ksos1	3.66	0.919	3	**Kspo1**	3.53	0.953	4
Ksos2	3.74	0.812	2	**Kspo2**	3.55	0.889	3
Ksos3	3.66	0.96	4	**Kspo3**	3.74	1.095	1
Ksos4	3.91	0.904	1	**Kspo4**	3.57	1.152	**2**
KSOS	**3.74**	**0.753**	**A**	**KSPO**	**3.59**	**0.945**	**B**
				KMST	**3.67**	**0.823**	99

❖ **Strategic myopia variable**

The results of table 7 indicate that the overall mean of the strategic myopia variable is 3.8 and a standard deviation is equal to 0.455, and the contributing dimension may be SSMY with an arithmetic mean of (3.82) and a standard deviation of (0.612). While time myopia (TEY) came last with an arithmetic mean of 3.78 and a standard deviation of 0.55, it can be said that the studied sample should limit temporal myopia in order to improve its cognitive ability.

Table 6 Statistical description of paragraphs and dimensions of · Strategic myopia

No.	mean	dard deviation	Order of Importance	No.	mean	dard deviation	Order of Importance
Ssmy1	3.77	0.993	7	**Temy1**	3.53	1.012	9
Ssmy2	3.74	0.944	9	**Temy2**	3.91	0.861	3
Ssmy3	3.81	0.622	5	**Temy3**	4.19	0.709	1
Ssmy4	3.87	0.68	2	**Temy4**	3.89	0.847	4
Ssmy5	3.96	0.733	1	**Temy5**	3.64	1.076	7
Ssmy6	3.79	0.817	6	**Temy6**	3.96	0.854	2
Ssmy7	3.83	1.033	4	**Temy7**	3.62	0.74	8
Ssmy8	3.85	0.907	3	**Temy8**	3.66	0.919	6
Ssmy9	3.75	0.757	8	**Temy9**	3.66	0.831	5
SSMY	**3.82**	**0.612**	**A**	**TEMY**	**3.78**	**0.55**	**B**
				STMY	**3.8**	**0.445**	****

Third: Testing hypotheses

❖ **Link hypothesis**

This paragraph shows the correlation matrix statement between the variables involved in the analysis reflected in the independent variable (knowledge management strategy), the dependent variable (strategic myopia), and table (8) shows the correlation matrix.

Table 8 Correlation matrix

	KSOS	KSPO	KMST	SSMY	TEMY	STMY
KSOS	1	.876**	.961**	.786**	.752**	.695**
KSPO	.876**	1	.975**	.801**	.731**	.657**
KMST	.961**	.975**	1	.820**	.624**	.695**
SSMY	.786**	.801**	.820**	1	.792**	.794**
TEMY	.752**	.731**	.624**	.792**	1	.736**
STMY	.695**	.657**	.695**	.794**	.736**	1
Sig. (2-tailed)=0.00				**N=53**		
****. Correlation is significant at the 0.01 level (2-tailed).**						

The results of table 8 are as follows:

1) **Acceptance** of the first major correlation hypothesis that states (there is a statistically significant correlation between knowledge management strategies and strategic myopia), the correlation value of (0.695), whereas the strength of the link to spatial myopia (SMY) (0.820), and the strength of the link to temporal myopia (0.624). There are several hypotheses following from this hypothesis:

The first sub-hypothesis: There is a statistically significant correlation between the dimension of the KSOS strategy and its strategic myopia (spatial myopia, temporal myopia), with the strength of the link to strategic myopia (0.695), SSMY (0.786), and temporal myopia (0.752).

Second subhypothesis: There is a statistically significant correlation between the dimension of the People oriented Strategy (KSPO) and strategic myopia (spatial myopia, temporal myopia), with the strength of the association with strategic myopia (0.657), SSMY (0.801), and temporal myopia (0.731).

❖ **Test effect hypotheses**

The results of Table 9 shown in Figure 2 show a series of important results that can be reviewed in the following:

The second main hypothesis: It states (there is a significant statistical significant influence of the knowledge management strategy in strategic myopia), as increasing the knowledge management strategy by one unit improves the ability of the company to address strategic myopia by 0.376, a benchmark error equal to 0.054, and a critical value (6.909). There are two sub-hypotheses from this hypothesis:

The first sub-hypothesis: There is a statistically significant effect of the dimension of the orientation strategy toward the system in the combined strategic myopia. An increase of one unit of the system orientation strategy will improve the company's ability to address strategic myopia by 0.411, a benchmark error of 0.060 and a critical value of

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6.906.

The second sub-hypothesis: There is a statistically significant significant effect on the dimension of the individual-orientation strategy in the combined strategic myopia. Increasing the one-unit dimension of the individual orientation strategy improves the company's ability to address strategic myopia by (0.310), a benchmark error of (0.050), and a critical value of (6.219).

The KMS variant also contributed to the interpretation of (0.493) from strategic myopia, which means that increasing the KM strategy by one unit improves the firm's ability to address strategic myopia by 49.3%, and the remaining value is outside the research boundary.

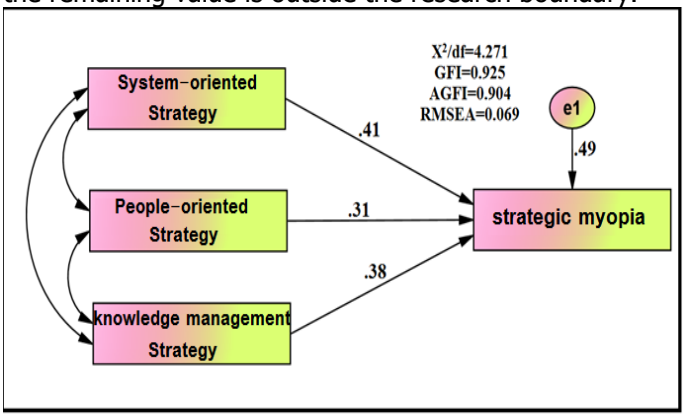

Figure (2) Impact relationships of the knowledge management strategy in strategic myopia in its combined dimensions

Table (9) Standard weights of an impact relationship of the knowledge management strategy in strategic myopia dimensions combined

path			Standard Weight	Standard Error	Critical Value	R^2	P
System-oriented Strategy	--->	strategic myopia	0.411	0.060	6.906	0.493	***
People-oriented Strategy	--->	strategic myopia	0.310	0.050	6.219		***

RESEARCH TAPE: CONCLUSIONS AND RECOMMENDATIONS

- **Conclusions**

1- There is a correlated relationship between knowledge management strategy and strategic myopia, which demonstrates an improved organization's ability to obtain knowledge through official documentation and manuals.

2- The company is interested in invetting different ways and strategies to obtain knowledge.

3- The company is concerned with the satisfaction of its stakeholders and co-workers.

4- The company is interested in encouraging employees to share knowledge through direct contact with experienced people.

5- The company encourages knowledge sharing to share knowledge and foster creativity and innovation to contribute to addressing its shortcomings.

6- The company is interested in meeting the requirements of its customers

7- The company is devoting most of its time to strategic thinking to address shortcomings

8- Encourages the business to excel in the capabilities it uses to develop its potential to understand the current work environment and to make change.

9- The company cares more about routine decisions than strategic decisions to mitigate strategic deficiencies.

10- The company focuses on actions that improve budget performance in the short run rather than on long-term financial goals

- **Recommendations**

1- The company must be concerned about meeting the requirements of current and future customers.

2- The company should be keen to build a database to help it channel its current product plans to the same market.

3- The company should encourage tactical thinking in order to improve its ability to develop less risky short-term plans.

4- The company should focus on actions that improve budget performance in the short term rather than on long-term financial goals.

5- The company should focus mainly on the core issues that it must address first.

6- The company must be keen to share knowledge in the forms of a code of manuals or documents.

7- The need for a business to be concerned to get the knowledge of guidance and guidance from one-on.

8- The company must invest opportunities to reduce strategic myopia.

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