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The role of strategic knowledge management in achieving digital maturity

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Abstract:

The study aims to identify the role of strategic knowledge management in its dimensions (strategic meaning Creation, exploring strategic knowledge, strategic knowledge sharing, strategic knowledge utilization) in achieving digital maturity through its dimensions (initiation, empowerment, integration, Optimization, leadership) through the foundations of strategic implementation. With its dimensions (good strategy, appropriate organization, and effective management), in AsiaCell Communications Company. To achieve this goal, the researcher employed the descriptive analytical method in order to collect, describe, and analyze data. The data was collected using a questionnaire, which is the main tool for the study. The study population is represented by the total number of employees at AsiaCell Company, which numbered (700) individuals. A non-random (purposive) sample was selected, consisting of (243) individuals. Questionnaires were distributed to them, and (209) questionnaires were retrieved, (6) of which were deemed invalid for statistical analysis. The total number of questionnaires suitable for statistical analysis was (203).

The study produced a set of results, the most prominent of which is that strategic knowledge management has a role in achieving digital maturity through the pillars of strategic implementation at AsiaCell Communications Company, which indicates that the pillars of strategic implementation have a significant impact by mediating the interrelation between strategic knowledge management and the digital maturity of the company. The study also recommends the need to give more space to strategic knowledge and the foundations of strategic implementation, as this has an impact on achieving digital maturity.

Keywords: strategic knowledge management, digital maturity, strategic implementation foundations, AsiaCell Communications Company.

INTRODUCTION

Business organizations realize that the changes in the work environment result from the rapid change in technological, economic, political and knowledge factors, which make them face various difficulties that make dealing with them in a way that ensures their long-term survival and competition. In this regard, scientific studies that explored the variables affecting the development of organizations have expanded. As a result, modern management concepts have been generated and have been considered by business organizations. These concepts include the concept of strategic knowledge management, which is one of the important administrative concepts given its impact on the sustainability of organizations in light of the dynamic and accelerated environments, which may be a means by which the achievement of digital maturity can be ensured. This is the stage of reaching digital transformation, where strategic knowledge management works to provide a vision that enables organizations in finding, selecting, organizing, disseminating and transmitting vital information and knowledge necessary for operations.

The first Topic: methodological framework

First: The research problem:

Today's business environment is unstable due to a number of variables that have increased unrest, directly impacting all organizations. Since the current era is characterized by digitization and the spread of the use of big data, cloud computing, and the internet over the phone, it has required all organizations, including telecommunications companies,

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to transform their business models to digital models to reach digital maturity in order to achieve competitive advantage. However, this transformation can only be achieved through the capabilities of workers who possess knowledge and through strategic knowledge management in order to achieve work with the capabilities of workers who bring the organization to digital maturity. As a result of the inability of organizations to self-rely to digitize only through strategic knowledge due to the wisdom, innovation, and capabilities it contains, as a result of the accumulation of knowledge from strategic experts for the purpose of seizing emerging opportunities and adapting to the turbulent environment, strategic knowledge management is a roadmap that further inspires employees to succeed in digital maturity. Based on the above, the study problem can be summarized through a main question: (What is the role of strategic knowledge management in achieving digital maturity?) In order to reduce or solve this problem, some of the following sub-questions are raised, which would like to achieve appropriate answers through this study:
1- What is the availability of strategic knowledge management and digital maturity in the surveyed company?
Second: The importance of research: The importance of research is as follows**:**

1- Highlighting the variables of strategic knowledge management, digital maturity, and indicating the extent of the logical and intellectual relationship between them.
2- The current study is the only study that linked the variables of strategic knowledge management, and digital maturity.
Third: Research Objectives: The study aims to enhance the relationship between the variables of the study by diagnosing the relationship between the variables (strategic knowledge management, digital maturity) and knowing the role played by each of them within the communication company researched, and based on the problem of the study and the justifications for conducting it, the current study aims to:
1- Determine the availability of strategic knowledge management, digital maturity in the surveyed company.
Fourth: Research hypotheses: To answer the questions contained in the research problem, hypotheses are formulated from the following:
1- Strategic knowledge management models, digital maturity are available in the surveyed company.
Fifth: Research Limits: According to the nature of the field researched and the subject studied, the limits of the study are four limits and the following:

1. Cognitive boundaries: The cognitive boundaries of the study are determined in variables, namely strategic knowledge management and digital maturity.
2. Spatial boundaries: The practical side of the study was applied at Asiacell Communications.
3. Human boundaries: The human boundaries of the study were represented by (employees) in AsiaCell Telecommunications Company.
4. Time boundaries: The time boundaries of the study extended from 19/9/2022 to 23/5/2024.

Sixth: Research Methodology: For the purpose of achieving the objectives of the study, the researchers relied on the descriptive analytical approach, which classifies and analyzes the relationship between the dimensions of the study, evaluates and compares them according to methodological scientific foundations and describes the studied problem, and benefit from it in the field side through the analysis of the questionnaire to reach the results.
Seventh: The population and sample of the research: The study population consisted of AsiaCell Telecommunications Company, as the analysis and inspection unit consisted of employees in AsiaCell Telecommunications Company, and the workers were selected in a non-random way (intentional) from the total community of the company under study, where the researchers according to the equation (Thompson) distributed (243) questionnaire to the workers and the number of questionnaires retrieved (206) questionnaire, and after examining the questionnaires, it was found that (6) of them are not valid for analysis, thus bringing the number of questionnaires valid for analysis (203) questionnaire, to be the final sample size (203) individuals.

Second Topic: Theoretical Framework

First: The concept of strategic knowledge management:
Jali et.al., (2016, p. 412) noted that strategic knowledge management is the ability to identify, create, transfer, integrate and exploit existing knowledge resources in an organization, whether at the individual, group or organizational level, which includes a wide range of activities and interactions to improve and create new innovations, i.e. high-quality products, processes and services, which in turn are the main aspect of competitive advantage and meet the needs and desires of customers.
Gakuo & Rotich (2017, p. 22) noted that strategic knowledge management has received great attention in recent times due to the increasing recognition that knowledge has been given as a source of success and sustainability, as organizations face stiff competition, which must effectively utilize their knowledge resources to create competitive

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advantages and develop greater ability to act and adapt to the ever-changing tastes and needs of customers. To achieve this competitive advantage, it is necessary for organizations to adopt the philosophy of knowledge management as an essential strategic asset for product and process innovation. Decision-making, adaptation and organizational renewal as strategic knowledge management contributes to improving service delivery.
As a result, Sousa & Rocha (2019, p. 223) considered the concept of strategic knowledge management as a distinct approach to managing people and systems in response to changes occurring in a turbulent environment and a means to improve the performance of organizations and achieve sustainable competitive advantage. This is emphasized by (Ferreira, et.al, 2020, p. 21) that this concept is related to the processes that organizations use to obtain, create and share knowledge to formulate strategy and make strategic decisions that enhance the organization's ability to acquire and maintain competitive advantage.

Second: The importance of strategic knowledge management
The importance of strategic knowledge management according to the perceptions of researchers lies in the following:
1. It allows organizations to focus on the most innovative departments, stimulates the creativity and continuous innovation of their members, and also helps in problem solving, decision-making and strategic planning and thus improve innovation outcomes and performance (Cabrilo&Dahms,2018, p. 628)
2. The organization helps in developing and increasing creativity and services and providing new and distinct products, and contributes to maintaining and adapting to rapid technological and environmental changes, as well as helping organizations significantly in building sound relationships with customers as it greatly affects customer satisfaction and overall performance, which makes this management contribute to strengthening the organization's ability to maintain and improve organizational performance based on experience and knowledge (Eubayd&Mohammed,2020, p. 225).
3. Leads to increasing awareness of the changes that occur in the work environment and thus enhances and develops organizations' understanding of service needs, in addition to improving the decision-making process and the quality of services through a continuous cycle of knowledge exchange that leads to increased innovation capabilities, and leads knowledge management to individual and organizational learning and thus works to change the behavior and culture of employees Hujala&Laihonen, 2021, p. 210).

2. Exploring strategic knowledge: The exploration of knowledge leads to the individual or organization obtaining knowledge and being able to reflect it and apply it at work. The exploration of new knowledge is through direct and indirect interactions with sources of knowledge (Dung, et.al,2020, p. 525).
3. Strategic knowledge sharing: Knowledge sharing means the exchange of ideas, skills and experiences between employees and real knowledge arises when it is shared, which requires a connection between employees that connects each other (Al-Hakim & Al-Felt, 2020, p. 143).
4. Investing strategic knowledge: Knowledge investment refers to the application of knowledge in decision-making, problem solving and coordination by workers in organizations, and employees achieve this by applying and adopting best practices in their daily tasks and this means that this process puts knowledge into practice, and that the application of knowledge gained from previous mistakes or experiences leads to improvements in the organization's processes, and the use of knowledge becomes an investment when knowledge is used as primary knowledge to create new knowledge (Karageorgou, 2022, p. 234).

First: The concept of digital maturity
Kaszás, et.al, 2023:124, Kaszás, et.al, 2023:124, digital maturity is a mirror that illustrates the stage the organization has reached within the path of digital transformation, and also reflects a completely new management perspective with changes in products, services, business processes, required competencies, organizational culture and capabilities related to managing change processes. Laaber, et.al, 2023:2 sees digital maturity as the abilities and attitudes that enable individuals to use digital technologies in ways that support individual development (growth) and integration into society (adaptation). This perspective expands to include the use of digital technology because digital environments pose specific threats and challenges to individuals.

Second: The importance of digital maturity
The importance of digital maturity according to the researchers' perceptions lies in the following:
1. Digital maturity reflects the necessary elements of active operations and describes the path of gradual improvement from immature operations to mature organizational processes of higher quality and efficiency, as well as increasing the organization's ability to select and manage projects with high efficiency to support the achievement of its strategic objectives (Ilin, et.al, 2022:222).

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2. Digital maturity allows organizations how to respond to challenges through the use of digital technologies, provides opportunities to change the way human resource management operates, provides learning and continuous access to information at any time and place, accessibility, storage, information exchange, workflow monitoring and remote collaboration, so the digital technologies available to the organization can improve its operations (Esther&Domingo, 2023:4).
3. Digital maturity leads to finding appropriate solutions in organizations and obtaining better business results due to their high adaptability, enabling organizations to effectively use advanced digital technologies to achieve market success in the new conditions of the digital economy (Łącka & Wojdyła,2023:258).

Third: Dimensions of Digital Maturity
Digital maturity aims to improve the organization by bringing about significant changes, through the widespread use of digital technologies in the organization's business. The researchers agreed that the dimensions of digital maturity (strategy, organization, technology, culture, customer, innovation, workers), without referring to how to prepare for digital maturity and what is the level of digital maturity, and therefore studies have dealt with digital maturity as a final result of digital transformation, and given that the current study has adopted the second perspective of digital maturity in the extent of readiness of organizations digitally through their maturity, and in line with the study (Valdez-de-Leon, 2016:22), which examines the previous dimensions within sub-levels, and because the objective of the study is a strategic goal, these levels were adopted within the strategy dimension as follows:
1. Initiation: It can be called digital readiness as it relates to the state of readiness of the organization to start digital transformation, as the start depends on the support provided by senior management, as digital transformation includes all functional areas of the organization, with a high potential to transform business models and current management structures (Remane, et.al, 2017:7).
2. Empowerment: It is a sustainable and continuous process with the continued increase in the level of empowerment of organizations, and that empowerment emphasizes the ability of organizations to adapt (Lingling&Ye,2023:3), and (Jiménez-Pitre,et.al,2022:1421) Empowerment is part of the value of the new organization and empowerment depends on knowing the usefulness and applicability of digital strategies in the continuous training of workers, to implement digital strategies from the digital programs and devices adopted by the organization, which leads to effective management and control of technological resources, and empowerment leads to enhanced competencies Digital for employees, enhances employees' confidence and knowledge in the use of tools, which lies in personal motivation and satisfaction with digital tools for work.
3. Integration: Integration refers to the process of integrating the multiple digital activities and processes of a business or organization that leads to a significant increase in the spatial and temporal scales of the organization, and improves internal and external processes, (Marvin, et.al, 2016: 662).
4. Optimization: An intentional and planned change process that occurs at the organization level, and its success depends on a change in the attitudes of employees, these changes must lead to changes in work (Beverborg, et.al,2021:16), he added (Yang,2022,102) that digital optimization uses digital technology to create or modify the current processes of the organization to meet the requirements of the changing business and market.
5. Leadership: Leadership focuses on excellence and uniqueness through innovations, the introduction of advanced technology and the development of markets by relying on new models in order to obtain services in creative ways to face competition and conquer markets, whether through a new or existing organization (Al-Jubouri, 2020: 29). While (Paul,et.al,2023:2) added that digital entrepreneurship refers to technological progress and the establishment of a new organization with an innovative business idea and new ways to create and perform a business, using an electronic platform in data networks, providing its services on the basis of creating value electronically, and it is necessary that this value proposition is possible only through the development of information technology.

Third Topic: The Field Framework

First: Tests of Validity and Reliability
The researchers employed Cronbach's Alpha test to assess the validity and reliability of the obtained data. The overall model yielded a score of 0.87, indicating that the data is acceptable and suitable for analysis. According to Sakran and Bouge (2016, p. 67), data is considered valid for analysis when it exceeds 70%.

Second: Descriptive Statistics of the Research
1. Analysis and Description of Strategic Knowledge Management Data

Table 1 presents the means, standard deviations, and coefficients of variation for the items related to the dimensions of the variable, as well as their relative importance based on the responses collected from the sample of AsiaCell

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Communications Company employees. The mean for strategic knowledge management is 2.98, which, according to Table 1, falls between 20.61 and 3.40, indicating a moderate level. The standard deviation for the strategic knowledge management variable is 0.985, which is less than one, and the coefficient of variation for this variable is 33.053%, suggesting a low dispersion in the responses and a high degree of consensus among the sample. These results indicate the sample's awareness of the importance and availability of strategic knowledge management at AsiaCell Communications Company.

The table below includes four main dimensions of strategic knowledge management: strategic meaning-creation, strategic knowledge exploration, strategic knowledge sharing, and strategic knowledge utilization. To determine the most prevalent dimension based on the sample responses, the strategic knowledge utilization dimension achieved the lowest coefficient of variation at 28.218%, indicating it is the most supportive dimension for the strategic knowledge management variable. This is reflected in its mean value of 3.48 and standard deviation of 0.982, both indicating a high degree of agreement and low dispersion among the sample, highlighting the importance and availability of this dimension at AsiaCell Communications Company. The following table illustrates this:

Table (1): Analyzing and describing strategic knowledge management data

Sub dimensions	Coefficient of variation%	standard deviation	Arithmetic mean	Description of items	Items	Ordinal importance
Strategic Knowledge Creation	24.207	0.932	3.85	Establishes an appropriate mechanism for knowledge sharing.	X1	1
	27.025	1.081	4.00	Encourages employees to invest their knowledge in innovation.	X2	5
	26.195	1.074	4.10	Explains the information accurately.	X3	4
	25.248	1.015	4.02	seeks to find innovative methods that enable the search for information.	X4	2
	25.433	0.997	3.92	Develops workers' cognitive skills in interpreting emerging events.	X5	3
Total	31.227	1.043	3.34		XX1	Fourth
Exploring strategic knowledge	26.658	1.045	3.92	Encourages relationships between employees in order to acquire knowledge	X6	5
	23.549	0.982	4.17	Collects information from a group of reliable sources.	X7	1
	24.425	0.977	4.00	Collects information from the organization's internal and external environments.	X8	2

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	24.987	1.002	4.01	Seeks to search for new knowledge through research and development activities.	X9	3
	26.107	1.073	4.11	relies on new technology in its work.	X10	4
Total	28.441	0.967	3.40		XX2	Second
Strategic knowledge Sharing	26.467	1.064	4.02	Encourages knowledge exchange among employees.	X11	3
	27.376	1.054	3.85	Brainstorming sessions are held among employees.	X12	5
	25.409	1.024	4.03	Encourages employees to discuss ideas related to the company.	X13	2
	24.987	1.007	4.03	Constantly developing means of communication that facilitate knowledge sharing among employees.	X14	1
	26.558	1.065	4.01	Focuses on training programs that enhance employees' ability to transfer knowledge.	X15	4
Total	29.553	0.993	3.36		XX3	Third
Strategic knowledge Utilization	25.664	1.024	3.99	Relies on transparency in disseminating information.	X16	5
	25.233	1.027	4.07	Appoints competencies and people with experience in their field of work.	X17	3
	25.061	1.025	4.09	Applies your knowledge to new services.	X18	2
	25.346	1.024	4.04	enhances workers' abilities to access knowledge in the shortest time.	X19	4
	24.827	1.008	4.06	Applies knowledge in the decision-making process.	X20	1
Total	28.218	0.982	3.48		XX4	First
	33.053	0.985	2.98		XXX	

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Source: Prepared by the researcher based on the program (SPSS Version26)

A- Creating Strategic Meaning

The dimension of the strategic meaning creation consists of five items, where the value of the arithmetic mean for this dimension (3.34), which is a good value, and a standard deviation of (1.043), while the coefficient of variation amounted to (31.227%) and this indicates a decrease in the dispersion in the sample answers and the homogeneity of their opinions in this dimension, and item (X1) got the lowest value of a coefficient of difference of (24.207%) within the items of the strategic meaning creation, which indicates the harmony and convergence of the answers of the sample members under study and the low level of dispersion, if achieved An arithmetic mean of (3.85) and a standard deviation of (0.932), which is less than (1), and this indicates that Asiacell Communications is working on developing mechanisms and programs that encourage workers and urge them to share knowledge among them, and this is what was shown by the answers of the members of the study sample, and this item got an ordinal importance (1). This indicates the familiarity of the study sample with the importance of this item and its availability in Asiacell Telecommunications, followed by items (X4, X5, X3) respectively in terms of homogeneity in the answers of the members of the study sample, while item (X2) achieved the highest coefficient of difference of (27.025%), and this was reflected in the high arithmetic mean (4.00), and the standard deviation (1.081), which is greater than (1), and this indicates the dispersion in the answers of the sample members to this item and its impression about Asiacell Telecoms' ability to encourage employees to invest their knowledge in innovation and thus this item received ordinal importance (5).

B. Exploring Strategic Knowledge

The dimension of exploring strategic knowledge consists of five items, where this dimension achieved a coefficient of difference of (28.441%) It refers to the ability of workers to generate and acquire knowledge through direct and indirect interactions, through which workers obtain new knowledge, an arithmetic mean of (3.40), which is a good value, and a standard deviation of (0.967) and this indicates a decrease in dispersion in the responses of the sample and the homogeneity of their opinions in this dimension, as item (X7) achieved the lowest coefficient of difference of (23.549%) Within the items of exploring strategic knowledge, which indicates a low level of dispersion and consistency of the answers of the sample members under study, if this item achieved an arithmetic mean of (4.17) and a standard deviation of (0.982), which is less than (1), and this indicates that Asiacell Communications is working to collect information from a group of reliable sources, and this was reflected in the answers of the members of the study sample, and this item got the level of ordinal importance (1).

This indicates the extent to which the study sample is aware of the importance of this item and its availability in Asiacell Telecommunications, followed by items (X8, X9, X10) respectively in terms of homogeneity in the answers of the members of the study sample, and item (X6) achieved the largest coefficient of difference amounting to (26.658%), and this indicates the reason for the high value in the arithmetic mean (3.92), and the value of its standard deviation was (1.045), which is higher than one, and this indicates the dispersion in the opinions of the sample members on this The item and its impression about the ability of Asiacell Communications to encourage relationships between employees in order to acquire knowledge, and thus this item received ordinal importance (5).

C. Strategic Knowledge Sharing

After sharing strategic knowledge, it consists of five items, the value of the coefficient of difference for this dimension amounted to (29.553%), which refers to the interaction through which knowledge is exchanged between employees in the company, and obtained an arithmetic mean of (3.36), which is a good value, and a standard deviation of (0.993) and this indicates the homogeneity of the sample's opinions for this dimension, and item (X14) has achieved the lowest coefficient of difference of its value (24.987%) (within the items of strategic knowledge sharing, which indicates a decrease in dispersion and convergence of answers that It was obtained from the members of the sample under study, if this item achieved an arithmetic mean of (4.03) and a standard deviation of (1.007), and this indicates that Asiacell Telecommunications Company is constantly developing means of communication that facilitate knowledge sharing among workers and this is what was shown by the answers of the members of the study sample, and this item got an ordinal importance (1).

This indicates the extent to which the study sample is aware of the importance of this item and its availability in Asiacell Telecommunications Company, and then followed by items (X13, X11, X15) respectively in terms of homogeneity in the opinions of the members of the study sample, and the item (X12) achieved the largest coefficient of difference of (27.376%), and this indicates the reason for the high value in the arithmetic mean (3.85), and the standard deviation (1.054), which is higher than (1), and this leads to dispersion in the answers of individuals to these The item and its impression about the ability of Asiacell Communications Company to conduct brainstorming sessions between employees in order to share knowledge among employees, and therefore this item got an ordinal importance (5).

D. Investing in strategic knowledge

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The dimension of investing strategic knowledge consists of five items, where this dimension achieved a small coefficient of difference of (28.218%) It refers to the application of knowledge in decision-making, problem solving and coordination by employees in the company, and employees achieve this by applying and adopting best practices in their daily tasks, and came in first place in terms of importance, as it obtained an arithmetic mean of (4.06), which is a good value, and a standard deviation of (0.982) and this indicates a decrease Dispersion in the answers obtained from the sample members in this dimension, as the item (X20) obtained the lowest value of a coefficient of difference of its value (24.827%) within the items of investing strategic knowledge, which indicates a decrease in dispersion and convergence of the answers obtained from the sample members under study.

This item achieved an arithmetic mean of (4.03) and a standard deviation of (1.008), and this gives an indication that Asiacell Telecommunications applies knowledge in the decision-making process, and this is what was shown by the answers of the members of the study sample, and this item got an ordinal importance (1) and that this indicates the knowledge of the study sample of the importance of this item and its availability in AsiaCell Communications, and then followed by items (X18, X17,X19) respectively in terms of homogeneity in the opinions of the members of the study sample, and the item ((X16) got the highest coefficient of difference of (25.664%), and this indicates the reason for the high value in the arithmetic mean (3.99), and that the standard deviation of it (1.054) is higher than (1), and this indicates the dispersion in the opinions of the sample members about the item and its impression about the ability of Asiacell Telecommunications Company to rely on transparency in the dissemination of information, and therefore this item got an ordinal importance (5).

1. Analyze and describe digital maturity data

Table (2) below shows us each item of the main dimensions arithmetic media, standard deviation, coefficient of variation and ordinal importance based on answers obtained from the sample members in AsiaCell Telecommunications, as it was found that the arithmetic mean of digital maturity is (3.03) and that this value is higher than the supposed arithmetic mean, which amounts to (3) and this indicates the level of good and the value of the standard deviation of the digital maturity variable (0.995), which is smaller than (1), and the value of the coefficient The difference of this variable is (32.838%), which indicates the homogeneity of opinions and the low dispersion of the sample, and that these results show the sample's knowledge of digital maturity and its availability in Asiacell Telecommunications Company. The table below includes five main dimensions of digital maturity, namely (initiation, empowerment, integration, improvement, leadership), and to know the most available and agreed dimension of opinions through the answers obtained from the sample, as the pioneer dimension achieved the lowest rate of variation, and this indicates that it is the largest dimension supportive of digital maturity, reaching (27.171%), and therefore reflected on the arithmetic mean, the value of which is (3.03), with a standard deviation value of (0.951), which is less than one, indicating the homogeneity of opinions and a low dispersion of the sample. This signifies the importance of this dimension and its prevalence in AsiaCell Telecommunications Company, as illustrated in the following table.

Table (2: Analyzing and describing Digital maturity data

Sub dimensions	Coefficient of variation%	standard deviation	Arithmetic mean	Description of items	Items	Ordinal importance
Initiation	25.425	1.017	4.00	The company's management is interested in digital business.	Y1	3
	24.024	0.985	4.10	Constantly searches for new technologies to complete its work.	Y2	1
	26.957	1.081	4.01	Seeks to employ people with digital skills.	Y3	5
	25.148	1.016	4.04	Continuously enhances digital competencies.	Y4	2
	25.886	1.051	4.06	Continuously prepares a digital training plan.	Y5	4
Total	28.587	0.992	3.47		YY1	Fourth
Empowerment	24.811	0.985	3.97	Motivates its employees to shift towards digital business.	Y6	3
	23.731	0.954	4.02	Creates digital units/teams to explore digital opportunities.	Y7	1

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	23.990	0.962	4.01	Adapts training plans to align with the digital strategy.	Y8	2
	25	1.000	4.00	Digital services are supported by a specific sales team.	Y9	4
	26.054	1.050	4.03	Enhances workers' confidence in using digital tools.	Y10	5
Total	28.387	0.968	3.41		YY2	Third
integration	24.469	0.969	3.96	Implements digital strategy across the entire company.	Y11	3
	24.488	0.982	4.01	The digital strategy relies on logical change.	Y12	4
	23.553	0.961	4.08	Seeks improve the scope of its operations.	Y13	1
	24.634	1.010	4.10	Focuses on integrating departments and branches digitally.	Y14	5
	24.271	1.000	4.12	constantly monitors its digital operations.	Y15	2
Total	28.280	0.987	3.49		YY3	Second
Optimization	25	1.000	4.00	seeks to enhance the digital culture of its employees.	Y16	5
	24.861	0.987	3.97	Partnerships with other companies.	Y17	4
	24.626	0.990	4.02	Trains its workers on digital technologies.	Y18	3
	23.349	0.941	4.03	Motivates those who arrive to innovate a new digital service	Y19	1
	24.146	0.990	4.10	The culture of improvement within the company leads to the enhancement of systems and processes performance.	Y20	2
Total	28.703%	0.996	3.47		YY4	Fifth
Leadership	25.739	1.027	3.99	Creates a specialized team to exploit opportunities.	Y21	5
	22.222	0.900	4.05	Relies on innovative ways to provide service.	Y22	1
	23.550	0.975	4.14	Adapts to environmental requirements.	Y23	4
	22.990	0.938	4.08	Mainly focused on digital innovation.	Y24	3
	22.398	0.934	4.17	Seeks to create services that outperform competitors.	Y25	2
Total	27.171	0.951	3.50		YY5	First
Total digital maturity	32.838	0.995	3.03		YYY	

Source: Prepared by the researcher based on the program (SPSS Version26).

A- Initiation

After starting it consists of five items, the value of the coefficient of variation for this dimension amounted to (28.587%), which indicates the company's readiness to switch to digital technology, and came in fourth place in terms of importance, and obtained an arithmetic mean of (3.47), which is a good value, and a standard deviation of (0.992) and this indicates the extent of low dispersion and convergence in the answers obtained by the sample members, item (Y2) obtained the lowest value of a coefficient of difference of (24.024%) within The starting items, which indicates the harmony and convergence in the answers of the sample members under study and the low level of dispersion, as it achieved an arithmetic mean of its value (4.10), and its standard deviation reached (0.985), which is less than (1), and this gives an indication that Asiacell is constantly looking for new technologies to accomplish its work. This gives an indication that Asiacell is constantly looking for new technologies to accomplish its work, and this is what was shown

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by the answers of the members of the study sample, and this item got at the level of (1) in terms of ordinal importance and that this indicates the extent to which the study sample is aware of the importance of this dimension and its availability in AsiaCell Telecommunications, and then followed by items (Y4, Y1, Y5) respectively in terms of convergence in the opinions of the members of the study sample, while item (Y3) achieved the highest coefficient of difference of Its value is (26.957%), and this is reflected in the high arithmetic mean (4.01), and the standard deviation (1.081), which is greater than the correct one. This indicates the dispersion in the responses of the sample members to this item and its impression about the establishment of Asiacell Telecommunications Company to employ people with digital skills, and therefore this item ranked (5) in terms of importance.

B-Empowerment

The dimension of empowerment consists of five items, the value of the coefficient of variation for this dimension amounted to (28.387%), which indicates the company's ability to integrate, coordinate and rebuild capabilities internally and externally in addition to the ability to adapt to the environment, which came in third place in terms of importance, and obtained an arithmetic mean of (3.41), which is a good value, and a standard deviation of (0.968) and this indicates a decrease in dispersion and the extent of convergence in the answers obtained by the sample members, and Item (Y7) obtained the lowest value of a coefficient of difference of (23.731%) within the empowerment items, which indicates the convergence of the opinions of the sample members under study. This item achieved an arithmetic mean of (4.02) and a standard deviation of (0.954), which is less than (1), and this gives an indication that Asiacell creates digital teams to explore digital opportunities, and this is what was shown by the answers of the members of the study sample, and this item got the level of (1) in terms of ordinal importance and that this indicates the extent to which the study sample is aware of the importance of this item and its availability in Asiacell Telecommunications, and then followed by items (Y8, Y6,Y9) respectively in terms of convergence in the opinions of the members of the study sample, while item (Y10) achieved the highest coefficient of difference of (26.054%), %), and this indicates the reason for the high value in the arithmetic mean (4.03), and the standard deviation (1.050), which is greater than (1), and this indicates the dispersion in the answers of the sample members to this item and its impression about the ability of Asiacell Communications Company to enhance the confidence of workers in the use of digital tools, and therefore this The item ranks (5) in importance.

C. Integration

The value of the coefficient of variation for this dimension amounted to (28.280%), which came in second place in terms of importance, and obtained an arithmetic mean of (3.49), which is a good value, and a standard deviation of (0.987) and this indicates a low dispersion and convergence of opinions obtained from the sample members, and that item (Y13) got the lowest value of a coefficient of difference of (23.553%) within the integration items, which indicates the harmony of the opinions of the members of the sample under study, if This item achieved an arithmetic mean of (4.08) and a standard deviation of (0.961) which is less than (1), which gives an indication that Asiacell is working to improve the scope of its operations.

This is what was shown by the answers of the members of the study sample, and this item got at the level of (1) in terms of ordinal importance, and this indicates the extent to which the study sample is aware of the importance of this dimension and its availability in Asiacell Telecom, followed by items (Y15, Y11, Y12) respectively in terms of convergence in the opinions of the members of the study sample, while item (Y14) achieved the highest coefficient of difference of (24.634%), and this indicates the reason for the high value of the arithmetic mean (4.10), and deviation The standard (1.010) is greater than the correct one, and this indicates the dispersion in the responses of the sample members to this item and its impression about the ability of Asiacell Telecommunications Company to focus on the integration of departments and branches digitally, and therefore this item ranked (5) in terms of importance.

D. Optimization

The value of the coefficient of variation for this dimension amounted to (28.703%), which came in fifth place in terms of importance, and got an arithmetic mean of (3.47), which is a good value, and a standard deviation of (0.996) and this indicates a decrease in dispersion and homogeneity of the answers obtained by the sample members, and item (Y19) got the lowest value of a coefficient of difference of (23.349%) within the Optimization items, which indicates the harmony and convergence of the answers of the sample members Under study and low level of dispersion, as this item achieved an arithmetic mean of (4.03) and a standard deviation of (0.941), which is less than (1), and this indicates that Asiacell motivates those who reach the innovation of a new digital service, and this is what was shown by the answers of the members of the study sample, and this item got a level (1) in terms of ordinal importance and that this indicates the knowledge of the study sample of the importance of this item and its availability in Asiacell Telecommunications. These are followed by items (Y20, Y18, Y17) respectively in terms of homogeneity in the answers of the members of the study sample, while item (Y16) achieved the largest coefficient of difference in its value (25%), and this indicates the reason for the high value in the arithmetic mean (4.40), and the standard deviation (1.000), which

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is greater than (1), and this indicates the dispersion in the answers of the sample members to this item and its impression about the ability of Asiacell Communications Company to enhance the digital culture of its employees, and therefore this item On rank (5) in importance.

H- Leadership
The dimension of leadership consists of five items, the value of the coefficient of variation for this dimension amounted to (27.171%), which ranked first in terms of importance, and obtained an arithmetic mean of (3.50), which is a good value, and a standard deviation of (0.951) and this indicates the homogeneity of the answers obtained by the sample members, and that item (Y22) got the lowest value of a coefficient of difference of its value (22.222%) within the items of leadership, which indicates a decrease in dispersion and harmony of the opinions of the sample members under The study, if it achieves an arithmetic mean of its value (4.05), and the standard deviation is (0.900), which is less than (1), and this gives an indication that Asiacell relies on innovative ways to provide the service, and this is what was shown by the answers of the members of the study sample, and this item got the level of (1) in terms of ordinal importance. This indicates the extent to which the study sample is aware of the importance of this item and its availability in Asiacell Telecommunications Company, followed by items (Y25, Y24, Y23) respectively in terms of homogeneity in the answers of the members of the study sample, and item (Y21) got the largest value of a coefficient of difference of (25.739%), and this indicates the reason for the high value in the arithmetic mean (3.99), and the standard deviation (1.027), which is greater than the correct one, and this indicates the dispersion in the answers of the sample members on This item and its impression about the ability of Asiacell Telecommunications Company to establish a specialized team to exploit opportunities, and therefore this item ranked (5) in terms of importance.
Therefore, we accept the first hypothesis (Ha1): strategic knowledge management models, strategic implementation pillars, and digital maturity are available in the surveyed company.

Fourth Topic: Conclusions and Recommendations

In this section, the conclusions drawn from the results of the data analysis will be reviewed, as follows:

1. The management of the surveyed company is moderately interested in the concept of strategic knowledge management, although this concept can help it to create, acquire, store, share and use knowledge, which allows enhancing competitiveness in the face of current and future difficulties.
2. The management of the surveyed company realizes the importance of strategic meaning creation as it works to develop mechanisms and programs that encourage employees and urge them to share knowledge among them, but it needs to encourage workers to exploit their knowledge in innovation.
3. The management of the company surveyed is keen to pay attention to exploring strategic knowledge by relying on collecting information from a group of reliable sources, but nevertheless to encourage relations between employees in order to acquire knowledge.
4. The management of the surveyed company is aware of the importance of knowledge sharing and constantly develops means of communication that facilitate the sharing of knowledge among employees, despite its omission to conduct brainstorming sessions, which is an important means of sharing knowledge among employees.
5. The management of the surveyed company is keen to invest knowledge through the application of knowledge in the decision-making process, and this can reflect positively on its operations and help it in the transparency of the dissemination of information.
6. The management of the company surveyed is very interested in the pillars of strategic implementation, which consists of various activities carried out by managers and employees to transform strategic plans into reality in order to achieve strategic objectives and depends on the formulation of the strategy as the largest supporter of these pillars.
7. The management of the surveyed company is keen to study all environmental conditions when formulating its strategy, as well as realizing the importance of good formulation of 3. The management of the surveyed company is keen to pay attention to exploring strategic knowledge by relying on collecting information from a group of reliable sources, but nevertheless to encourage relationships between employees in order to acquire knowledge.
4. The management of the surveyed company is aware of the importance of sharing knowledge and constantly develops means of communication that facilitate the sharing of knowledge among employees, despite its omission to conduct brainstorming sessions, which is an important means of sharing knowledge among employees.
8. The management of the surveyed company is aware of the importance of monitoring its work accurately and continuously, as well as its awareness of the importance of appropriate organization, although it does not pay much attention to the issue of putting the right person in the right place.

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9. The management of the surveyed company is keen to establish a consistent network of communications between employees, but they are not accused to the required degree of establishing work teams with regard to its internal environment.
10. The management of the company surveyed recognizes the importance of the availability of digital maturity, meaning that the end result of continuous digital transformation, through the innovative use of digital technologies accompanied by the strategic influence of key resources and capabilities, with the aim of radically improving its services.
11. The management of the company surveyed is constantly looking for new technologies to accomplish its work, but it is not interested enough in employing people with digital skills.
12. Although the management of the surveyed company establishes digital teams to explore digital opportunities, it does not enhance the confidence of employees in the use of digital tools in order to reach the required results.
13. The management of the surveyed company, despite its interest in increasing its market share by working to improve the scope of its operations, but it does not focus on the integration of sections and branches digitally.
14. The management of the surveyed company invests in environmental dynamics by creating new services and works to motivate those who reach to innovate a new digital service, but it is not charged to the required degree of promoting the digital culture of its employees.
15. The management of the surveyed company realizes the importance of reaching leadership, as it relies on innovative ways to provide service, but does not care about the degree required in establishing a specialized team to exploit opportunities.

Second: Recommendations: In light of the conclusions, a set of recommendations are presented by the researchers, as follows:

1. The management of the surveyed company should work to increase interest in the concept of strategic knowledge management because of its importance in acquiring, establishing knowledge and sharing it among employees

Implementation mechanism:
A. Through their participation in training courses in order to increase their experience.
B. Developing the research and development department in the surveyed company that works to create new knowledge and raise the level of the individual and the company.
c. Use brainstorming sessions and computer-assisted group sessions to acquire and share knowledge among employees.
2. The management of the surveyed company should work to encourage employees to invest their knowledge in innovation to develop services that meet the needs of customers.
- Implementation mechanism: by providing moral and material rewards that motivate them to invest their knowledge in innovation.
3. The management of the surveyed company shall work to encourage relations between employees in order to acquire knowledge and invest it in the development of its services.
- Implementation mechanism: by providing an appropriate organizational environment that stimulates cooperation behavior and spreading a culture of cooperation that encourages relations between employees.
4. The management of the surveyed company should pay attention to conducting brainstorming sessions between employees in order to share knowledge among employees.
- Implementation mechanism: through the establishment of educational courses for employees to increase their knowledge of the importance of brainstorming sessions among employees.
5. The management of the surveyed company should work to increase attention to the issue of transparency in the dissemination of information.
- Implementation mechanism: by increasing the awareness of employees and motivating them on the importance of sharing information, spreading the spirit of cooperation and increasing emotional abilities among them to ensure continuous empathy.
6. The management of the surveyed company should work on formulating future scenarios by the management of the surveyed company to avoid future threats from the dynamic, rapidly changing environment.
- Implementation mechanism: through the development of programs and procedures for the formulation of future plans and the establishment of specialized work teams to monitor changes in the dynamic environment.
7. The management of the surveyed company works on establishing work teams to perform collective tasks with regard to its internal environment.

Implementation mechanism: by spreading a culture of the importance of working as a unit and raising their greater awareness of the importance of teamwork instead of individual work.
8. The management of the surveyed company should focus on employing people with digital skills to benefit from them in the process of starting digital transformation.

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- Implementation mechanism: through the establishment of workshops and educational training courses for leaders to increase their knowledge of the importance of employing digital skills to achieve high levels of digital maturity.
9. The management of the surveyed company shall work to promote the digital culture of its employees.
- Implementation mechanism: by encouraging workers to adopt this culture and establish educational courses on the importance of digital culture and dealing with it, and this is what leads to achieving digital maturity.
10. The management of the surveyed company should focus on the integration of departments and branches digitally. Implementation mechanism: through the use of modern digital technologies, the use of programs linking departments, and the employment of workers with digital skills to achieve high levels of digital maturity.
11. The company's management shall work on establishing a specialized team to exploit the opportunities.
- Implementation mechanism: by raising their awareness of the importance of working as a specialized team as its tasks are directed towards one goal and thus increasing the focus on exploiting opportunities and the prevalence of the culture of the group instead of the individual.
12. The management of the surveyed company should work to enhance the confidence of employees in the use of digital tools.
- Implementation mechanism: by supporting the use of digital tools, removing resistance by those working in the application of digital technologies by enhancing their organizational culture, and introducing them to training courses that increase their skills on the use of digital tools.

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