

The Relationship between Knowledge Assimilation and Strategic Clarity - An Exploratory Study in the Iraqi Ministry of Transport - Iraqi Airways Company*

Riyadh Kareem Hassan, Salah Al-deen Awad Al-Kubasy

University of Baghdad - College of Administration and Economics

DOI: 10.37648/ijrssh.v10i03.041

Received: 24th July, 2020; Accepted: 29th August, 2020; Published: 09th September, 2020

ABSTRACT

The research aims to build an integrated framework of knowledge for the basic research topics, represented by (assimilation of knowledge, strategic clarity) and their basic variables, by reviewing the most important scientific propositions on these topics in administrative thought, and framing the knowledge contained in them, in a serious attempt to provide appropriate answers to questions. The intellectual dilemma of the research, and the research was applied in the Iraqi Airways company, whose number is (1200) employees, and the descriptive and analytical approach was adopted in conducting the research, and (135) questionnaires were distributed to the heads of departments and their assistants, heads of people and captains, and (120) were retrieved. A valid form for statistical analysis, that is, with a retrieval rate of (92%). The two programs (SPSS & AMOS) were used for the purpose of analyzing the data statistically. The statistical tools represented by (percentages, frequencies, arithmetic mean, standard deviation, coefficient of variation) were used for the purpose of obtaining Based on the statistical results, the research reached a number of conclusions, the most important of which is that the management of the Iraqi Airways Company was able to use the process of acquiring knowledge for exploration, research and development, and the employment of information technology in J To enhance strategic clarity through the use of resources, clarity of objectives, clarity of work procedures and activities in drawing a clear organizational structure, either of the most important recommendations was that the management of the Iraqi Airways Company take advantage of the nature of the direct relationship between knowledge acquisition and strategic clarity to continue its procedures and processes in the field of knowledge acquisition to enhance opportunities Creating strategic clarity in the field of goals, resource use, procedures and work activities in creating a clear organizational structure.

Keywords: Assimilation of knowledge , Strategic clarity , Acquiring and understanding knowledge , Knowledge investment , Clarity of goals , Clarity of the organizational structure.

INTRODUCTION:

Today's organizations in general, and at this stage, face great challenges and difficulties in a business environment that is characterized by dynamic conditions and a state of uncertainty, and rapid progress in innovation, especially in

the field of information technology, where the concept of knowledge assimilation emerged and through it to the development and possession of knowledge as a major driver of their activities and processes that Achieving their goals through which they gain a competitive advantage,

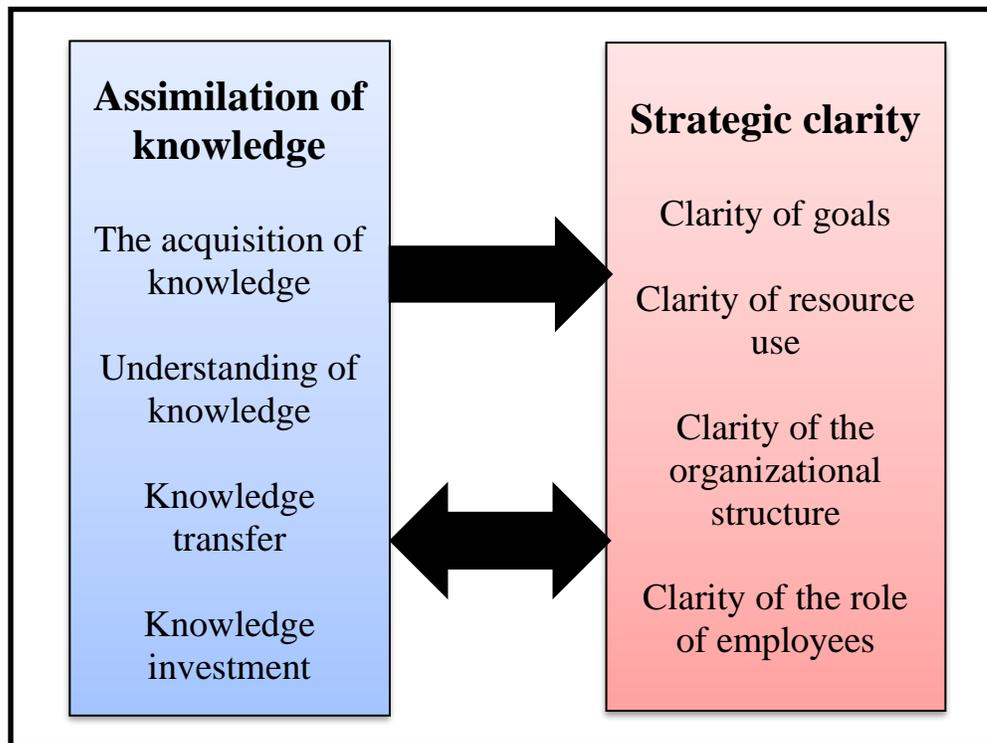
and strategic clarity, which is one of the means used to know the environmentally competitive position of organizations, which requires them to link all activities, processes and resources with the development of a strategy that achieves the optimal value of the organization, so this research came to focus on the philosophical and intellectual frameworks for the concepts of understanding knowledge And strategic clarity and clarification of the link between the inter-variables and the effects of the research variables, as the research problem lies in what are the perceptions of managers and officials in the organization in question towards absorbing knowledge and how to use it to enhance strategic clarity? What is the nature of the relationship between indicators of knowledge assimilation and strategic clarity in the organization in question?

The importance of the research is evident in defining the concept of understanding knowledge and highlighting its importance in the organization in light of the deep and

rapid transformations taking place in today's world, as well as defining its importance, dimensions, models and the extent of its impact on strategic clarity. The research aims to build an integrated knowledge framework for the basic research topics represented in (assimilation of knowledge, Strategic clarity) and its basic variables, by reviewing the most important scientific proposals on these topics in administrative thought in a serious attempt to provide appropriate answers to the questions of the intellectual research dilemma.

RESEARCH MODEL AND HYPOTHESES

The research outline reflects an expressive picture of the research and its idea, as it shows the dynamics of these variables and the strength of the relationship with each other, as in Figure (1):



Source: Prepared by the researcher
 Figure (1) the hypothetical outline of the research

research assumes

The first main hypothesis: There is a significant correlation between the assimilation of knowledge and strategic clarity.

The second main hypothesis: There is a significant influence relationship between the assimilation of knowledge and strategic clarity.
previous studies

SECOND / THE THEORETICAL SIDE**ASSIMILATION OF KNOWLEDGE****-1 The concept of assimilation of knowledge**

The roots of the research in the assimilation of knowledge go back to the theories of learning, innovation, management perception, theories of knowledge, dynamic capabilities, and common theories, in a study presented by each of (Kedia & Bhagat, 1988) The term organizations ability to assimilate knowledge has been coined) Volberda et al., 2010: 933 (And then both came (Cohen & Levinthal, 1990) To present the concept of assimilation of knowledge in a research paper published in (1989) and republished in (1990) entitled "Assimilation capacity: a new perspective for learning and innovation." The authors indicated that the organization's ability to assimilate knowledge consists in identifying new values of external information and knowledge, then assimilating it and its applications, and through research and development processes it is able to predict future technological developments with the aim of using it for commercial purposes (Djoko & Wahono, 2017: 90, (And on this basis is the absorption of knowledge is one of the most important concepts that have been developed in the research business, and because of this rapid development to absorb knowledge as an area of research to its importance, which has been applied in the areas of research different, such as the formulation of strategies, innovation management and management of cooperation and organizational learning (Ayala & Campo, 2015: 17, (And both indicate (Sulistyo & Ayuni, 2018: 117) Until the assimilation of knowledge is one of the important concepts in knowledge management, which plays a fundamental role in building a knowledge-based system. It has both submitted (Cohen & Levinthal, 1990) Assimilation of knowledge as a key concept in the literature of knowledge and a basis for theoretical developments (Volberda et al., 2020:

933, (And based on what the researchers and writers about this concept is known as the researchers absorb knowledge: -banh set of procedures and processes that allow the organization to identify the external knowledge and evaluation and acquisition and absorbed for the purpose of turning them into new knowledge is exploited and used to achieve organizational goals.

2- The importance of assimilating knowledge

Knowledge is the most important resource for the organization and strongly influences the importance of establishing knowledge assimilation because assimilation is the key to developing and increasing the knowledge base and it is related to some extent with individuals, groups and organizational levels, as individuals share in sharing knowledge and recognizing it, either at the organizational level is through the procedures of the organization which is represented In their shared understanding of knowledge (Volberda et al., 2010: 933) Knowledge has become a major factor in the development on which modern economies are based, and the importance of knowledge is highlighted in that it works to build competitive advantages for organizations. Usually organizations need to develop their absorptive capabilities in order to quickly identify the value of new information, assimilate and apply it) Paetzold & Ortt, 2018: 1, (The process of absorption of knowledge affect the flow of knowledge within the organization and to understand the technological trends, and take advantage of opportunities and assess the behavior of the market in the future and help to reorganize the resources to meet future needs, also the ability to absorb knowledge by staff of the organization facilitates interaction and knowledge sharing, which It affects the improvement of the ability to innovate, and at the same time the importance of this ability in predicting the organizational capacity stands out (Sulistyo & Ayuni, 2018: 117, (And in another direction, confirms (Kurki, 2017: 26) Organizations are in trouble with the effects of technological change as a result of their inability to absorb knowledge, forcing them to change their knowledge structures.

3- Dimensions of assimilation of knowledge**1. Acquire knowledge**

Acquisition refers to the organization's ability to identify and acquire knowledge that is produced externally and which is essential to its operations, and that the ability, speed and effort of the organization in collecting knowledge determine the quality of the organization's

acquisition capabilities, and the greater the effort, the faster the organization builds its capacity (A. Zahra & George, 2002: 190,)(And the acquisition process is described as the ability to recognize value and gain external knowledge that is important to the organization.Djoko & Wahono, 2017: 90 ,(And in a study presented by each of the researchers) Sulistyono & Ayuni, 2018: 115They found that knowledge acquisition affects individuals' knowledge sharing and exchange activities and can lead to improvements in innovation and organizational performance. He adds (Grandinetti, 2016: 160) And his colleagues pointed out that social capital facilitates the process of acquiring external knowledge and that this knowledge is positively associated with the exploitation of knowledge through the development of new products. The most important elements of social capital are social relations with stakeholders and customers, contacts with new clients and other business relationships. In another context, d)Filippini et al ., 2012: 49 (And his colleagues that some organizations, although they focus on acquiring and assimilating new (potential) external knowledge, are able to constantly renew their knowledge base, but they suffer from human and economic costs without obtaining benefits from their exploitation because it cannot be converted into knowledge achieved.

2. Understanding knowledge

The term indicates (Assimilation) According to what has been mentioned in the dictionary of meanings in the field of sociology "integrating knowledge" and in the field of administration (to understand) or (or to understand it well).A. Zahra & George, 2002: 190 (That this dimension is the organization and operations that allow them to analyze the information obtained from external sources, processing, interpretation and understanding of the procedures. This is what he confirmed (Filippini et al, 2012: 49) And his colleagues suggest that this dimension refers to examining and understanding the information gathered. The same direction confirms) Liu & Tsai, 2009: 3 (This is a dimension as a new business organization 's ability to assess and understand and use new information outside the organization to form new products or activities developed. And he knows it (Klinger, 2016: 24) It is the processes of an organization that allow analysis, processing, interpretation and understanding of knowledge. Also the same trend is described by both (Kanwal et al, 2017: 29) The usual operations of organizations that allow them to search for and understand the process and to identify information obtained from

external sources. In order to understand and assimilate knowledge well, researchers stress the need to focus on the communication structure between the external environment and the organization, as well as between the sub-units of the organization and the nature of the distribution of expertise within the organization, as well as the need to focus on the ability of the organization's employees to use and apply knowledgeY. Lee & Ch Wa, 2006: 145.(

3. Transferring knowledge

After knowledge transfer, it refers to the organization's ability to develop and refine the rules that facilitate the combination of current knowledge and acquired knowledge by adding, deleting or modifying, and the transformation changes the nature of knowledge through the disintegration that occurs when a position or idea is seen in two frameworks as being fixed but not Therefore, the ability of organizations to identify two inconsistent sets of information and then combine them to arrive at a new scheme that represents the ability of transformation, which is a process related to mental thinking (A. Zahra & George, 2002: 190 ,(And) Djoko & Wahono, 2017: 90)That this dimension is represented by the ability of the organization to build, restore and define procedures that facilitate the transfer and collection of knowledge with the acquisition and assimilation of new knowledge.)Grandinetti, 2016: 161It is the ability to develop new knowledge by combining the new knowledge absorbed with the knowledge available within the organization. In another context, (Ayala & Campo, 2015: 27 (That after the transformation is to build new procedures, leading to the development of new products and processes after knowledge and understanding of the absorption and dissemination throughout the organization, which also means the organization 's ability to reform the regulatory procedures for the purpose of subsequent application of knowledge. Some researchers describe it as a communication process in transferring knowledge among employees, and the goal is to enhance the value and quality of knowledge, and that the ability and motivation of employees are major factors in determining the absorptive capacity of knowledge (Chen & Chang, 2012: 32.(

4. Knowledge investment

The dimension of investment refers to the organizational capacity that is represented in the procedures that allow organizations to improve existing competencies, expand their scope, benefit from them, or create new capabilities by integrating acquired and transferred knowledge in their

operations (A.Zahra & George, 2002: 190) After exploitation is the ability of the organization to apply new knowledge from abroad to achieve organizational goals, or to follow procedures that enable the organization to increase the level of competencies and create new specializations by combining acquired knowledge with current knowledge (Djoko & Wahono, 2017: 90). (In order to exploit knowledge, the organization must be aware of the need for adequate absorptive capacity that it possesses, and in this context, managers have a vital role in exploiting and applying external and internal knowledge by merging these two knowledge (Khosravi et al., 2012: 4). (Also said the current knowledge of managers and individuals affect the recognition of the value of knowledge and then absorbed and used, and explains (Grandinetti, 2016: 160). (That knowledge from external sources may not necessarily pass what each of (Cohen & Levinthal, 1990) As it may be properly absorbed and available for use but cannot be used for the reason that its exploitation is extremely costly, or there may be a difference of opinion as to whether or not the knowledge that has been absorbed should be used and applied," he asserts. Grandinetti, 2016: 161) It is not possible at times to assimilate external knowledge, i.e. to understand it, because the knowledge-receiving organization lacks the knowledge structures and thus loses its ability to assimilate knowledge, and in the same context both confirms) Fosfuri & A. Tribo, 2006: 3) The ability to exploit knowledge is a critical component of innovative capabilities. Organizations with higher levels of absorptive capacity are able to extract benefits from external knowledge stocks and thus have opportunities to outperform competitors.

Strategic clarity

1- The concept of strategic clarity

Clarity is the picture that is set by the higher management to implement the tasks entrusted to it and determine the path to be followed to achieve this, and it also means removing ambiguity and confusion, so it urges managers to remove any ambiguity or ambiguity in the organization's policies towards its resources and to make these policies simple and to be easy to understand (And application) Mahmoud & Harbi, 2019: 79) (The literature has confirmed that the term strategic clarity originally came from military strategic studies in the early 1990s and was later adopted by a number of management scholars, since strategic clarity is the state of knowing what is, what will be and what affects the vision, mission and long-term goals of the organization (Hartinger, 2015: 4). (And

the researcher prepares (Bantel, 1993) The first to address the term strategic clarity in his article entitled "Strategic Clarity in Banks", as he indicated that organizations seek to achieve strategic clarity by relying on a set of competitive and internally consistent tactics (Bantel, 1993: 1188). (In another context he indicated (Titos, 2016: 23) That the strategic clarity is the ability of organizations to indicate the main lines related to making their decisions regarding the services they provide and to be able to know the size and growth of markets, their economies, profit engines and sources of competitive advantage, and to clarify their position: Should they defend their products and services or should they enter Developments on it, hence strategic clarity should be comprehensive and in all parts of the organization.

Based on the foregoing, the two researchers define strategic clarity as a tool in the hands of managers through which it seeks to build an organization capable of facing environmental challenges by linking the use of resources optimally with the structure, strategies, goals and roles of workers to achieve an optimal value for the organization.

2- The importance of strategic clarity

Highlights the importance of strategic clarity from being an integrated approach that creates an organizational unit working on the organizational coherence of the organization and a common understanding and enhance the performance of individual and organizational performance by clarifying the lines main parameters and objectives, roles, and the development of strategies and mechanisms for implementation) Mahmoud & Harbi, 2019: 79, (And both have added (Dunham & Puente, 2008: 510) To the fact that strategic clarity helps managers to understand how to define work procedures and helps to clarify building foundations when strategic planning and works to identify gaps and gaps in the organization's performance, while each of) Alhakim & Alqasir, 2014: 303 (That the organization with strategic clarity really turn into a strategy and organization are flexible and adapt to the potential risks and unexpected. Strategic clarity has basic dimensions on which it is based, as the clarity of goals, tasks and procedures is one of the most important of these foundations, as their clarity leads to support for the organization's strategy, in addition to that lack of clarity in goals and procedures hinders individual and organizational performance, and researchers confirm that organizations fail to clearly define their goals. The lack of adequate independence of its employees, as vague goals when combined with the granting of insufficient

independence are likely to leave a feeling of dissatisfaction with the employees (Edmund, 2016: 705). (And in the process of clarity individuals roles as the pipa makes individuals more dedication when achieving that role, and the clarity of roles and helps workers to predict the results of the specific duties or the required tasks accomplished, as well as it helps to enhance the capabilities of the individual as the through clarity their abilities and capabilities appear in How to accomplish the work, the researchers also point out that there is a feeling of apathy when individuals are not clear about the duties that they perform and what is expected of them, and this contradiction between the expectations of individuals and their performance leads to a state of uncertainty and conflict among the employees of the organization (Yadav & Kumar, 2017: 4). (And therefore researchers to see the strategic clarity highlights the importance of being a comprehensive methodology specializes in clarifying the strategic visions and general goals and clearly define staff roles and what is required of them, as well as working to strengthen the Organization's resources and limit the operations of waste occurring because the clarity shows the mechanism that operates the organization reveals Gaps in organizational levels and more generally in organizational performance.

3- Dimensions of strategic clarity

1. Clarity of goals

The theory of goal setting refers to encouraging individuals to pursue clear and difficult to achieve goals, benefits and does not encourage them to pursue ambiguous goals, and that the nature of goals interacts with other variables to affect performance. Clear goals help managers to evaluate performance and then provide information that helps in making strategic decisions. It also helps employees. On self-regulation of effort and motivates and develops the organization's strategy and organizational learning (Anderson & Stritch, 2016: 3). (And that having clear goals and strategies facilitates the organizations developing their educational capabilities) Covina et al., 2019: 17. (And contribute to clear objectives in improving communications through the design and operations team leadership and manpower team) Shea, 2014: 9.

2. Clarity of resource use

Resources are defined as all the assets, processes and characteristics that the organization owns and operates in in addition to the knowledge and information that enables it to formulate and implement strategies) Alhakim & Alqasir, 2014: 306 (In a study entitled "Resources that

create value for the organization: conducted by researchers, both." (Jens & Thomas, 2015: 223) They stressed the necessity of the role of managers in understanding the potential of resources that create value for the organization and participating in building strategies, and that clarity in how to manage resources that enhance the value of the organization can achieve better positions for the organization in the environment in which the organization operates. (Sirmon & Hitt, 2013: 341) There is an imperative to manage resources appropriately to produce value for the organization and the effective integration of resources increases the vitality of competition in imitating or developing other alternatives.

3. Clarity of procedures and activities

Known (Dunham & Puente, 2008: 516) Actions are those things that the organization can do to change the level of its enabling resources, and the role of the organization is highlighted in how to clarify the difference between the resources it uses to increase its value and the activities and procedures it uses to collect those resources..

The researcher has added (Vanagas, 2014: 114) To the fact that the organization practically includes the division of work, power and resources among its members and their adaptation, which allows them to achieve organizational goals and this process is carried out permanently and through this process the structures are created and improved, the processes that take place within the organization are carried out through individual activities and procedures at the higher and lower levels and the activities help to achieve Managing and organizing work which is a human interaction between employees, equipment and work facilities. The procedures express the essence of the organization's work, and there are conditions for it to be designed in a way that enables various resources to increase its productivity, and the organizations strive to create procedures aimed at better utilizing their resources) Mahmoud & Harbi, 2019: 81.

4- Clarity of the organizational structure

Early views on organizational structure can be traced back to the theory of functional organization, which addressed the need for order and integration in organizations (Dissanayake & Takahashi, 2006: 107) (Represents a structure useful tool to guide the behavior of individuals through values, norms and common goals and described the structure as a style is where discrimination organizations and integration through the allocation of roles and activities of work has sought many of the

researchers to determine the structure that brings more than a number of advantages to organizations have suggested that organizational structures It should respond to a variety of individual needs of organizations, so organizations need to design structures for them in accordance with organizational strategies and the conditions of the internal and external work environment (Kanten et al ., 2017: 1359 ,(And the organizational structure is defined as the permanent distribution of work roles and administrative mechanisms to enable the organization to perform, coordinate and control its commercial activities and the flow of resources (Kalay & Lynn, 2016: 125).

5- Clarity of the role of workers

Classical role theory defines that the ambiguity of employee roles is the lack of available information to effectively perform their responsibilities. Individuals who face role ambiguity lack sufficient information about what their responsibilities are and insufficient information about the process does not fulfill these responsibilities, so the ambiguity of the employee's role is the lack of clarity of their role's expectations. And methods of achieving those expectations and the consequences of effective or ineffective performance. The researchers have shown that the ambiguity of the roles of workers is related to the lack of information about the goals and circumstances in which the job, responsibilities and duties to perform the job must be effectively performed (Srikanth & M. Jomon, 2013: 107.(

THIRD: THE PRACTICAL ASPECT

This topic examines the correlation relationship between the independent variable, assimilation of knowledge with its dimensions (knowledge acquisition, understanding of knowledge, knowledge transfer, knowledge investment) and the dependent variable, strategic clarity with its dimensions (clarity of objectives, clarity of resource use, clarity of procedures and activities, clarity of organizational structure, clarity of the role of employees.). As the goal of correlation analysis is to discover the existence of a significant correlation between the variables, and correlation analysis helps us determine the following:
Correlation analysis between research variables
Test the main research hypothesis (the first) which states (there is a significant correlation relationship between total knowledge absorption and total strategic clarity). The correlation coefficient between total knowledge absorption and total strategic clarity reached (0.691 **) at the level of

significance (0.000), which is less than the level of Significance (0.05), and this means we accept the first main hypothesis, which states (there is a significant correlation relationship between total knowledge absorption and total strategic clarity) and this indicates the existence of a significant correlation relationship between total knowledge absorption with total strategic clarity

The above results provide sufficient support to accept the first main hypothesis at the individual level, in addition to the overall level between the dimensions of knowledge assimilation and the dimensions of strategic clarity.

7. The above results provide sufficient support to accept the first main hypothesis at the individual level, in addition to the overall level between the dimensions of knowledge assimilation and the dimensions of strategic clarity.

Table (1) the values of the correlation between the dimensions of knowledge assimilation and the dimensions of strategic clarity

percentage	Number of accepted hypotheses	Dimensions of strategic clarity						Correlation value And the level of significance	Dimensions variable assimilation of knowledge
		Total strategic clarity	clarity Role staff	clarity Organizational Chart	Clarity of procedures and activities	Clarity of resource use	Clarity of goals		
%83	5	0.449 **	0101	0.303 **	0380 **	0.455 **	0410 **	Correlation value	The acquisition of knowledge
		0.000	0272	0.001	0.000	0.000	0.000	Sig	
%83	5	0.520 **	0112	0.397 **	0.490 **	0.373 **	0.537 **	Correlation value	Understanding of knowledge
		0.000	0.225	0.000	0.000	0.000	0.000	Sig	
%100	6	0.589 **	0.184 *	0.435 **	0.483 **	0.412 **	0.648 **	Correlation value	Knowledge transfer
		0.000	0044	0.000	0.000	0.000	0.000	Sig	
%100	6	0.627 **	0.334 **	0.434 **	0.565 **	0.451 **	0.539 **	Correlation value	Knowledge investment
		0.000	0.000	0.000	0.000	0.000	0.000	Sig	
%100	6	0.691 **	0.231 *	0.494 **	0606 **	0.541 **	0.672 **	Correlation value	Total absorption of knowledge
		0.000	0011	0.000	0.000	0.000	0.000	Sig	
		5	3	5	5	5	5	Number of accepted hypotheses	
		%100	%60	%100	%100	%100	%100	percentage	

.**Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

Test and analyze the impact between research variables

The current paragraph deals with testing the hypotheses of impact identified by the research. For the purpose of determining the possibility of judging it with acceptance or rejection. If the second main effect hypothesis (there is a significant effect of significant knowledge of the dimensions of knowledge absorption in the dimensions of strategic clarity), then it will be investigated according to the equation of simple linear regression. As follows:

$$= Y \alpha + \beta 1X1$$

And represent (α) Constant Amount of constant and this relationship implies strategic clarity (Y) It is a function of the real value of the dimensions of the knowledge

assimilation variable. As for the estimates of these values and their statistical indicators, they were calculated at the level of the research sample of (120) for a sample of the Iraqi Ministry of Transport employees - Iraqi Airways, as the levels of influence between the variables were analyzed as follows:

The statistical indicators shown in Table (2) were used to show the results.

The second main hypothesis test

To test the hypothesis that stated the following (there is a significant influence of moral to absorb knowledge in

strategic clarity) as the analysis will be done according to the simple linear regression model, as follows::

$$Y = 1.407 + 0.691 (X)$$

Reached the value (F) Calculated between assimilation of knowledge in strategic clarity (107.885). It is greater than the value (F) Tabular amount (3.94) at the level of significance (0.05) and accordingly we accept the hypothesis which states (there is a significant effect of moral significance for the assimilation of knowledge in strategic clarity) at a level of significance (5%) that is, with a degree of confidence (95%), and this indicates the

existence of Impact of moral significance to absorb knowledge in strategic clarity, as it is evident through the value of the coefficient of determination (R^2) (Of (0.478), it is clear that the assimilation of knowledge explains (47%) of the variables that occur to strategic clarity, and it is indicated by the value of the marginal propensity coefficient (β) The report (0.691) that increasing knowledge absorption by one unit will lead to an increase in strategic clarity by (69%). (α) In equation (1.407) this means when the knowledge assimilation variable is equal to zero, the strategic clarity will not be less than this value..

Table (2) analysis Dimensions of assimilation of knowledge in strategic clarity

indicati on	Sig	Values (F) Tab ular	Values (F) Calcul ated	The coefficient of determinati on (R^2)	The value of margina l slope coefficie nt (β)	Fixe d Limit Valu e (α)	Depende nt variable	Dimensions variable assimilation of knowledge
moral	0.000	3.94	29.862	0.202	0.449	2.663	Strategic clarity	The acquisition of knowledge
moral	0.000		43.829	0.271	0.520	2.204		Understanding of knowledge
moral	0.000		62.554	0.346	0.589	2.076		Knowledge transfer
moral	0.000		76.430	0.393	0.627	2.091		Knowledge investment
moral	0.000		107.885	0.478	0.691	1.407		Assimilation of knowledge

FOURTH: CONCLUSIONS AND RECOMMENDATIONS

The current topic includes the conclusions reached by the researcher through his current research divided according to two axes, the first deals with conclusions related to the theoretical aspect and the second axis deals with the statistical aspect, and this can be clarified as follows :

-1Conclusions concerning the theoretical aspect

1- The scarcity of research and studies that dealt with the current research topic (knowledge assimilation, strategic clarity) locally.

2- Through the researcher's extrapolation of previous intellectual propositions related to the current topic of research, it was found that most researchers regarding the variable assimilation of knowledge show that its dimensions are (knowledge acquisition, understanding of knowledge, knowledge transfer, knowledge investment), either with regard to strategic clarity the dimensions were (clarity of objectives, Clarity of resource use, clarity of procedures and activities, clarity of organizational structure, clarity of the role of employees).

-2Conclusions related to the statistical aspect

1- The results of the statistical analysis regarding the correlation model showed the following :

1. It appeared that the management of the Iraqi Airways Company was able to use the process of acquiring knowledge for exploration, research and development, and the use of information technology to enhance strategic clarity through the use of resources, clarity of objectives, clarity of work procedures and activities in drawing a clear organizational structure.

2. It was found that the management of Iraqi Airways was able to invest and understand knowledge by allocating a qualified team whose task is to process new knowledge and work to develop and develop a mutual relationship with international airlines with the aim of increasing knowledge by allocating direct communication channels between senior management and its agents through which it is keen to translate knowledge That is understood and understood for the purpose of applying it to the employees, and that the total of that contributes to enhancing the strategic clarity of the researched company.

3. It became clear to the researcher through the results that were reached that the management of the researched company is keen to convert the knowledge acquired by employees as a result of training into acquired experience, in addition to providing specialized cadres in providing consulting services related to knowledge through which they are keen to support and support creative people and encourage the rest of the employees to adopt creativity With the aim of developing and improving work procedures to facilitate the process of collecting and transferring knowledge among the rest of the employees, thus enhancing the strategic clarity of Iraqi Airways.

4. Based on the results of the statistical analysis, it became clear to the researcher that the researched company seeks to invest knowledge by allocating financial rewards and moral incentives to creative employees, as well as integrating the knowledge that is gained into improving service quality by merging old knowledge with new knowledge through which it breaks routine procedures and achieves an advantage. Competitiveness that contributes to enhancing the strategic clarity of the researched organization.

5. Through the total results of the correlation model, the researcher found that there is a correlation between the

dimensions of knowledge assimilation represented by (knowledge acquisition, knowledge understanding, knowledge transfer, knowledge investment), and the strategic clarity dimensions represented by (clarity of objectives, clarity of resource use, clarity of procedures and activities, Clarity of the organizational structure, clarity of the role of employees).

2- The results of the statistical analysis regarding the impact model showed the following :

1. It appeared that the management of the Iraqi Airways Company was able to employ the positive changes that it introduced in the process of acquiring knowledge by making continuous efforts to acquire knowledge and directing the necessary capabilities for investment by allocating the necessary financial sums to make more positive changes in strategic clarity..

2. The researcher found that the company's management seeks to understand knowledge and employ it positively by developing its relations with international companies and allocating communication channels through which the knowledge that has been translated and understanding is transferred to employees in a way that contributes to enhancing levels of strategic clarity..

3. The results showed that the company's management was able, through training and support of its employees on an ongoing basis, to improve work procedures in a manner and thus transfer the acquired knowledge and employ it in a way that contributes to enhancing levels of strategic clarity..

4. The management of the Iraqi Airways Company allocates financial rewards and moral incentives to all its innovative employees to motivate other employees to innovate and urge them to acquire new knowledge and invest it in clarifying the company's objectives through the use of its resources in an optimal way that reflects the clarity of the company's organizational structure..

.5Through the total results of the impact model, the researcher found that there is a correlation between the dimensions of knowledge assimilation represented by (knowledge acquisition, knowledge understanding, knowledge transfer, knowledge investment), and the strategic clarity dimensions represented by (clarity of objectives, clarity of resource use, clarity of procedures. Activities, clarity of the organizational structure , clarity of the role of employees).

SOURCES

1. Al-Hakim, Laith Ali Yusef and Al-Qasir, Natalia Ahmed (2014) "Choosing the Right Page Choices for Regulatory Recession" An Empirical Study of a Sample of National Islands, Journal of Economic and Administrative Non-Economic, Vol. 12, No. 35, pp. 296-339.
2. Mahmoud, Samah Moayad and Harbi, Ansam Hassoun (2019) "The Impact of Choosing Options on Future Consulting Offers - An Exploratory Study in the Ministry of Planning," Journal of Administration and Economics, Issue 118.
3. Anderson, Derrick M & Stritch, Justin M. (2016) "Goal Clarity, Task Significance, and Performance: Evidence From a Laboratory Experiment" Journal of Public Administration Research and Theory Advance Access published August 6.
4. Ayala, Andrea Hurtado & Campo, Carlos Hernan Gonzalez (2015), "Measurement of knowledge absorptive capacity: An estimated indicator for the manufacturing and service sector in Colombia", GEORGETOWN UNIVERSITY, V9.N2.01.
5. Ayala, Andrea Hurtado & Campo, Carlos Hernan Gonzalez (2015), "Measurement of knowledge absorptive capacity: An estimated indicator for the manufacturing and service sector in Colombia", GEORGETOWN UNIVERSITY, V9.N2.01 .
6. BANTEL, KAREN A (1993) "STRATEGIC CLARITY IN BANKING: ROLE OF TOP MANAGEMENT-TEAM DEMOGRAPHY, Psychological Reports, 73, 1187-1201.
7. Chen, Shin-Tien & Chang, Bao-Guang, (2012) "The Effects of Knowledge Characteristics and Absorptive Capacity on the Performance of Knowledge Transfer for SMEs: The Moderation Views of Organizational Structure", The Journal of Human Resource and Adult Learning, Vol. 8, Num. 1 .
8. Cohen, Wesley M. & Levinthal, Daniel A. (1990), "Absorptive Capacity: A New Perspective on Learning and Innovation", Administrative Science Quarterly, Vol. 35, No. 1, Special Issue: Technology, Organizations, and Innovation, pp. 128-152 .
9. Covina & Jeffrey G., Robert P. Garrett Jr & Donald F. Kuratkoc, Dean A. Shepherdd (2019) "Short leash or long leash? Parenting style, initial strategic clarity, and the development of venture learning proficiency", Journal of Business Venturing
10. Dissanayake, Kumudinei & Takahashi, Masayasu (2006) "The Construction of Organizational Structure: Connections with Autopoietic Systems Theory" Journal Contemporary Management Research Pages 105-116, Vol. 2, No. 2
11. Djoko, Poernomo & Wahono, Puji, (2017) "The Role Of Knowledge Absorption In The Mediation Of The Effect Of Social Network On The Competitive Advantages Of" Batik "Micro Company", Archives of Business Research, Vol.5, No. 12 .
12. Djoko, Poernomo & Wahono, Puji, (2017) "The Role Of Knowledge Absorption In The Mediation Of The Effect Of Social Network On The Competitive Advantages Of" Batik "Micro Company", Archives of Business Research, Vol.5, No. 12 .
13. Dunham, James L. Ritchie & Puente, Luz Mar'ia (2008) "Strategic Clarity: Actions for Identifying and Correcting Gaps in Mental Models, Journal Elsevier, long Range Planning 41, 509e529."
14. Edmund C. Stazyk (2016) "The Prevalence of Reinvention Reforms in Local Governments and Their Relationship with Organizational Goal Clarity and Employee Job Satisfaction", Public Performance & Management Review, pp. 701-727.
15. Filippini, Roberto & H. Güttel, Wolfgang & Neirrotti, Paolo (2012), "The different modes for absorbing knowledge: an analytic lens on absorptive capacity from a process perspective", Int. J. Knowledge Management Studies, Vol. 5, Nos. 1/2 .
16. Fosfuri, Andrea & A. Tribó, Josep (2006), "Exploring the antecedents of potential absorptive capacity and its impact on innovation performance", Dept. Economia de la Empresa, Univ. Carlos III, C / Madrid 126, Getafe (Madrid), Spain .
17. Grandinetti, Roberto (2016), "Absorptive capacity and knowledge management in small and medium enterprises", Knowledge Management Research & Practice, 14, 159--168 .
18. Hartinger, Andreas (2015) "Strategic clarity Organizational coherence and trajectory of a multinational company across two continents and four market segments" Vienna University of Economics and Business
19. JENS, SCHMIDT & THOMAS, KEIL (2015) "What makes a resource valuable? Identifying the drivers of firm-idiosyncratic resource value, Academy of Management Review, Vol. 38, No. 2, 206--228.

20. Kalay, Faruk & S. Lynn, Gary (2016) "THE IMPACT OF ORGANIZATIONAL STRUCTURE ON MANAGEMENT INNOVATION: AN EMPIRICAL RESEARCH IN TURKEY" *Journal of Business, Economics and Finance JBEF*, Vol. 5 (1)
21. Kanten, Pelin a & Selahattin Kanten & Mert Gurlekc, (2017) "The Effects of Organizational Structures and Learning Organization on Job Embeddedness and Individual Adaptive Performance" *Journal Procedia Economics and Finance* 23, 1358- 1366
22. Khosravi, Pouria & Subasinghage, Maduka & Perera, Melville (2012), "Individuals' Absorptive Capacity in Enterprise System Assimilation," 23rd Australasian Conference on Information Systems .
23. Klinger, Nico (2016), "Organizational Ambidexterity and Absorptive Capacity," *Otago Management Graduate Review*, Volume 14, pp, 21-30 .
24. Kurki, Heikki (2017) "KNOWLEDGE ABSORPTION TOOLSET FOR PRACTICE-BASED MODE 2A INNOVATION" *Global Management of Innovation and Technology, Industrial Management* .
25. Liu, Pang-Lo & Tsai, Chih-Hung, (2009), "A Study on the Relationship between Knowledge Management, Knowledge Absorption and Innovative Management Capabilities in Taiwan's High-tech Industries", *International Journal of The Computer, the Internet and Management* Vol . 17.No.1, pp 1-17 .
26. PB Srikanth & MG Jomon (2013) "ROLE AMBIGUITY AND ROLE PERFORMANCE EFFECTIVENESS: MODERATING THE EFFECT OF FEEDBACK SEEKING BEHAVIOUR" *Asian Academy of Management Journal*, Vol. 18, No. 2, 105--127
27. Paetzold, Lei Pi, Kristin & Ortt, Roland (2018), "External Knowledge Absorption in SMEs Interviews with Chinese SMEs Owners", *International Conference on Engineering, Technology and Innovation* .
28. Radovanović, Nikola & Matović, Danijela, (2016) "Organizational forms and knowledge absorption," *intellectual Property Office of the Republic of Serbia, Industrija*, Vol. 44, No. 3.
29. Shea, Robert (2014), "White Paper: The Clarity Framework™ A Fresh Approach to Organizational Performance" *Strategies Corporation GP, World Headquarters*
30. Sirmon, David G. & Hitt, Michael A. (2013), "Liannkainggin Ug nRiqesuoources: Resources, Management, and Wealth Creation in Family Firms," *Journal Strategic Management*, 35 (1), 91--121 .
31. Sulisty, Heru & Ayuni, Sri, (2018) "How Does Knowledge Absorption Foster Performance? The Mediating Effect of Innovation Capability", *Journal Dinamika Manajemen*, 9 1, 114-125 .
32. VANAGAS, Ramūnas (2014) "IMPACT OF COORDINATION FOR ORGANIZATION" *INTELEKTINĖ EKONOMIKA INTELLECTUAL ECONOMICS* 2014, Vol. 8, No. 2 (20), p. 112--125
33. Volberda, Henk W. & J. Foss, Nicolai & Marjorie A. Lyles (2010) "Absorbing the Concept of Absorptive Capacity: How to Realize Its Potential in the Organization Field", *Organization Science*, Vol. 21, No. 4, pp. 931--951 .
34. Volberda, Henk W. & J. Foss, Nicolai & Marjorie A. Lyles (2010) "Absorbing the Concept of Absorptive Capacity: How to Realize Its Potential in the Organization Field", *Organization Science*, Vol. 21, No. 4, pp. 931--951 .
35. Y. Lee, Choong & Chi Wu, Fang (2006) "Factors Affecting Knowledge Transfer And Absorptive Capacity In Multinational Corporations", *Gladys A. Kelce School of Business Pittsburg State University* .
36. Yadav, Mohit & Kumar, Anil (2017) "An Indian Outlook on Role Clarity, Organizational Citizenship Behavior, and Gender Relationship: Multiple Group Factor Analysis (MGCFA) Approach" , *Journal of Business Research* 6 (1), pp. 1--13.
37. Zahra, Shaker & George, Gerard (2002) "ABSORPTIVE CAPACITY: A REVIEW, RECONCEPTUALIZATION, AND EXTENSION", *The Academy of Management Review*, Vol. 27, No. 2, pp. 185-203 .