

**The role of tacit knowledge in strategic success**  
**An applied research for the opinions of a sample of administrators and technicians in the Union Food Industries Company Ltd. - Babylon Governorate**

**Prof. Dr**

**Firas Adnan abbas<sup>1</sup>**

Firas.a.abbas@qu.edu.iq

**Researcher**

**Ameera Ghasi<sup>2</sup>**

Ameera.Ghasi111@gmail.com

**<sup>12</sup>Department of Business Administration, College of Administration and Economics, University of Al-Qadisiyah**

**Abstract:**

The current study aimed to identify the role of tacit knowledge represented by (cognitive, technical, and social skills) in achieving strategic success represented by (survival, adaptation, and growth) among administrators and technicians working in the sugar department, Al-Ithad Food Industries Company Ltd. In order to show the level of availability of study variables among the studied sample, (150) questionnaires were distributed to a group of administrators and technicians. Tabulating the data, it was found that there are (136) valid forms for statistical analysis, and the study sought to use a set of statistical methods to reveal the results that are related to the study variables and these statistical tools were (normal distribution, structural modeling equation, Cronbach's alpha coefficient, arithmetic mean, standard deviation, Pearson correlation coefficient, and regression coefficients that were extracted by the (AMOS.V.25 & SPSS.V.26). Accordingly, the results of the study showed that there are a correlation and a significant effect between tacit knowledge and strategic success. The most important findings of the study require highlighting a clear interest on the part of the company to avoid conflicts with the higher authority and with the rest of the departments and not to prioritize the private interest over the public interest.

**Keywords:** tacit knowledge, strategic success.

**Introduction**

Tacit knowledge represents one of the types of knowledge that refers to the storage of knowledge in the human mind such as experiences, ideas and skills, and represents an urgent necessity to ensure the success of organizations and individuals in general, and this necessity is imposed by rapid changes in environmental factors, especially with regard to information and communication technologies. It is by possessing tacit knowledge, as tacit knowledge is a strength in front of other competing organizations through which intellectual capital can be managed in order to achieve strategic success, as both large and small organizations depend on the acquired information and the use of knowledge in organizations can be attributed to improvements in organizational processes, which are An essential element in achieving strategic success, as the research aims to determine the relationship between tacit knowledge and strategic success. Accordingly, in order to achieve the goal of the research, this topic was divided into four sections, the first topic resulted in the scientific methodology of the research, and the second topic included the theoretical framework of the research, and the third topic included the applied aspect of the research, and the fourth topic presented the conclusions and recommendations reached by the research.

**The first Part: Research Methodology**

### **First: the research problem**

Most companies are currently facing the challenge of environmental uncertainty, which in turn increases the environmental complexity and poor access to accurate information that serves companies in their work. In the continuity and sustainability of its survival and ensures it maintains its market share in the world of competition, and the Iraqi companies operating in the local market do not differ in the challenges they face from their counterparts operating at the Arab or global level, and therefore the main study problem can be summarized in the question that (what are Indicators that can be invested in order to enhance the role of tacit knowledge in achieving strategic success) and according to the foregoing, the study will be conducted in one of the industry sectors, which is the Union Food Industries Company Ltd. - Sugar Department / Babil Governorate. Accordingly, the study problem can be formulated in the following questions:

- 1) Does the management of Al-Ittihad Food Industries Co., Ltd., the Sugar Department - Babil Governorate, adopt the skills of tacit knowledge to achieve its goals in developing the company's work?
- 2) Does the company under study possess the elements of strategic success to ensure that it maintains its market share in the world of competition?
- 3) Does the management of the company in question depend on the tacit knowledge skills available to it to achieve strategic success?

### **Second: Research objectives**

- 1) The research objectives are the following: 1) Identifying the level of availability of tacit knowledge skills at the Union Food Industries Company Ltd. - Sugar Department / Babil Governorate.
- 2) A statement of the level of strategic success in the Union Food Industries Company Ltd. - Sugar Department / Babil Governorate
- 3) Determine the extent of the correlation between tacit knowledge and strategic success.
- 4) Measuring the impact of tacit knowledge on strategic success.

### **Third: The importance of research**

The importance of the study is summarized by trying to present a conceptual and intellectual model for the variables of the study, due to the lack of studies that dealt with the subject of the current study with its two variables, and accordingly the importance of the study can be formulated in the following points:

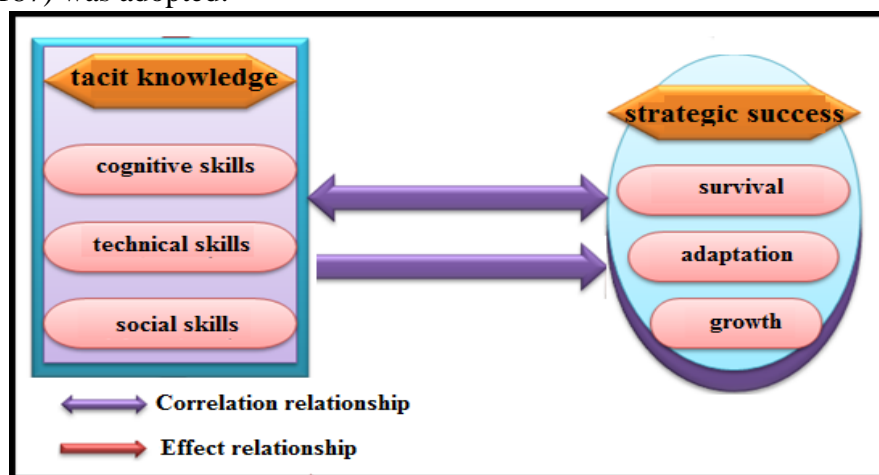
- 1) Providing an incentive for the Union Food Industries Company Ltd. - Babil Governorate to pay attention to the variables (tacit knowledge, and strategic success) because the production of this company occupies a large part in the local market, and these variables will develop from its work.
- 2) It represents a new contribution to achieving strategic success by adopting the skills of tacit knowledge in the Union Food Industries Company Ltd. - Department of Sugar / Babil Governorate in order to ensure the achievement of survival, adaptation, and growth.
- 3) The study was characterized by the use of advanced statistical methods, which gives it the advantage of reliability.

### **Fourth: the hypothesis of the research**

The hypothesis of the research is represented by a statement of the nature and type of relationship between the independent variable (tacit knowledge) and the dependent variable (strategic success), as follows:

1)The independent variable: It is represented by the implicit knowledge of its dimensions (cognitive skills, technical skills, social skills), and a scale was adopted (Jisr& Maamari,2017:74; Insch et al.,2008:571)

2)The dependent variable: represented by strategic success, which includes three dimensions (survival, adaptation, growth) and a scale ( Abuzaid,2018:647; Ahmed, 2020: 1187) was adopted.



**Figure (1) The hypothesis of the research**

### **Fifth: Research hypotheses**

According to the research objectives, the following hypotheses can be formulated:

**The first main hypothesis:** There is a positive, significant correlation between tacit knowledge and strategic success. Several sub-hypotheses are branched from this hypothesis:

1-There is a positive and significant correlation between cognitive skills and strategic success in its dimensions (survival, adaptation and growth).

2-There is a positive and significant correlation between technical skills and strategic success in its dimensions (survival, adaptation and growth).

3-There is a positive and significant correlation between social skills and strategic success in its dimensions (survival, adaptation and growth).

**The second main hypothesis:** There is a significant effect relationship between tacit knowledge and strategic success. Several sub-hypotheses are branched from this hypothesis:

1-There is a significant effect relationship of cognitive skills on strategic success with its dimensions (survival, adaptation and growth)

2-There is a significant impact relationship of technical skills on strategic success with its dimensions (survival, adaptation and growth).

3-There is a significant impact relationship of social skills on strategic success with its dimensions (survival, adaptation and growth).

### **Sixth: community and sample research**

1) Description of the research community

The research community consists of the total number of employees (administrative and technicians) in the Union Food Industries Company, which is 250 workers in the sugar department and 150 workers in the oils department. The research sample was adopted on the sugar department.

## 2) Description of the research sample

The research sample is represented by a group of workers in the Union Food Industries Company Ltd. - Sugar Department / Babil Governorate, and accordingly, the research sample covered (150) working individuals, and after data collection, it was found that the number of returned forms was (140), the number of damaged forms was (4), and the number of forms Valid for analysis by (136) forms, which indicates that the response rate is (97%).

## Seventh: Research axes

The research axes were represented in the two variables, and each variable had three dimensions that can be shown in Table (1).

**Table (1) Research Axes and Variables**

variable	Dimensions	paragraphs	scale
tacit knowledge	cognitive skills	6	Prepared by the researcher based on Insch et )ideas (al.,2008:571
	technical skills	6	
	social skills	4	
strategic success	survival	5	( Abuzaid,2018:647)
	adaptation	5	
	growth	5	

## The Second Part: Theoretical framework for research

### First:tacit knowledge

#### 1)The concept of tacit knowledge

The interest in the issue of knowledge in organizations has increased for more than twenty years in publications related to management, as this knowledge should consist of information and experiences that have been gathered and addressed, thus allowing the effective implementation of processes in the organization. The explicit and implicit knowledge possessed by the workers makes it possible to improve the processes implemented (Bolisani & Bratianu, 2018:1). (Torabi et al., 2016:471) indicated that it is the information possessed by the mind of individuals, that is, it is personal information (which may or may not be new, distinctive, useful or accurate) related to facts, procedures, concepts, interpretations, ideas, observations and judgments, and knowledge is also known as that. The enormous mixture between what the individual possesses of information obtained from several sources throughout his life and the experiences gained during his years of work, which consequently led to the formation of a quantity of knowledge that can be used in the field of work. And (Makhmutov et al., 2016: 2) indicated that it is directed and tested information that serves a specific topic, which has been processed, proven, circulated and upgraded, so that from the cumulative and privacy of this information we obtain specialized knowledge in a particular topic. Table (2) presents the opinions of a number of researchers about the concept of tacit knowledge.

**Table (2) The opinions of a number of researchers about the concept of tacit knowledge**

N	Researcher's name and year	concept
1	Seidler,2008:2	Knowledge in action which assumes that this knowledge is not expressed as opposed to explicit knowledge which is easily accessible within the organizational domain
2	Holste,2010:130	Knowledge that includes experience and practical knowledge that only exists with individuals.
3	Colon-Aguirre,2012:2	A type of knowledge that is difficult to impart to another person by writing or verbally expressing.
4	Panahi et al.,2016:2	Knowledge that working individuals can benefit from but cannot formulate and provide appropriate expression for.
5	Mohajan,2017:12	Knowledge involving intangible factors is embedded in personal beliefs, experiences, and values.
6	Letmathe,2019:52	subjective and situational knowledge and its implementation requires overlap and coordination, and therefore the more tacit knowledge is, the more difficult it is to transform and share.
7	Saulais,2020:2	knowledge that is not encoded and unwritten, and it is more like the silent knowledge acquired and recorded in the mind.

**Through the foregoing, the researcher believes that tacit knowledge is: knowledge that is difficult for individuals to transfer or share among themselves and includes what lies in the mind of the individual, i.e. cognitive skills, technical skills, and social skills, and it is that deep knowledge that is rooted on the subconscious level within The mind of an individual, and therefore it is not easy to transfer or transfer to others, and the individual may lose sight of its existence or its value, such as the skills necessary for how a person performs his job, and the characteristics of tacit knowledge, the difficulty of expressing, documenting, teaching and benefiting others in the organization.**

## **2)The importance of tacit knowledge**

One of the most important ingredients for the success of any organization is its ability to keep pace with the latest changes in the era of the technological and information revolution, through its ability to understand its knowledge requirements, identify its sources, develop a process and develop the capabilities of its employees, to carry out its functions and direct its activities in order to achieve its purposes and goals for which it was found. (Gonzalez et al.,2017:249).The importance of tacit knowledge can be summarized as follows:

**a-**In order to achieve superior organizational performance, organizations need to focus on the knowledge of employees, specifically tacit knowledge is critical in effectively and efficiently carrying out daily business functions, and this in turn will enhance the performance of organizations (Bolisani & Bratianu, 2018:1).

**b-**Tacit knowledge is the main resource for organizations, which plays an important role on the shop floor, where workers develop and use this tacit knowledge in daily duties and activities. These duties are the essential aspects of effective manufacturing operations (Paulius, 2019:13).

**c-Tacit knowledge** is the main and essential unique resource for any organization to maintain its competitive advantage, and this calls for the need to understand the importance of knowledge management and focus on it, especially tacit knowledge to improve organizational performance (Ahmady et al., 2016:387).

**d-Tacit knowledge** plays a vital role in achieving efficiency and effectiveness in organizational processes, however, the most appropriate way to manage knowledge remains a difficult issue to be addressed, especially with the difficult task of retaining relevant knowledge, especially that tacit knowledge (Martin, 2017:4).

### **3)Dimensions of tacit knowledge**

The tacit knowledge is related to the individual skills through which it is possible to enhance the skills, intuition and knowledge of workers within the organization (Kothari et al., 2012: 2), as the skills represent the performance of a work from the business that requires accurate and rapid mental activity, as well as the ease and accuracy in performing a work of work to a degree A skill is a system that is consistent with the activity that aims to achieve a specific goal, and the skill becomes social when one individual interacts with another, and performs a social activity that requires skill to harmonize what the other individual does with the other. What he does is, and to correct the course of his activity to achieve this alignment (Noura, 2019: 26). Accordingly, tacit knowledge can be measured through three dimensions (Insch et al., 2008:562; Jisr & Maamari, 2017:73; Haron & Alias, 2005:15; Polanyi, 1996:6) which are:

**a-Cognitive skills:** tacit knowledge is closely related to the concept of cognitive skills, and it is often called cognitive experience because it is acquired through practical experience and observation in several different contexts (Insch et al., 2008:562). (Haron & Alias, 2005:13) claimed that cognitive skills contribute to enhancing the efficiency and effectiveness of the organization in capturing and sharing knowledge in order to achieve competitive advantage.

**b-Technical skills:** In order to achieve success, workers need technical skills in order to achieve the required performance for a particular task. These skills are often maintained through cognitive events that are directly related to the processes, practices and methods that lead to improving individuals' technical skills (Insch et al. al., 2008: 566).

**c-Social skills:** Social skills play an important role in business organizations as they represent a tool for knowledge management and cooperation in order to reduce threats that hinder the development of the organization (Adolphs, 2009:693). Social skills allow interactive cooperation, content management and communication with others, which It supports the desire of individuals to achieve their personal and organizational goals, and social skills contribute to the development of individuals' ability to use various technologies by ensuring cooperation between the various actors within the organization (Zhang, 2017:3).

### **Second:strategic success**

#### **1)The concept of strategic success**

Strategic success represents a major requirement that organizations strive to achieve in order to ensure their sustainability in the turbulent business environment, as well as that organizations search for various ways and means in order to achieve this success, which contributes to empowering workers to develop their capabilities to

achieve strategic success (Abuzaid, 2018) : 641). In other words, strategic success contributes to building the organization by motivating it to invest its capabilities in enhancing its roles and operations in a way that contributes to improving its performance in general. Table (3) indicates the views of some researchers for the concept of strategic success.

Table (3) The concept of strategic success according to the opinions of some researchers

N	Researcher's name and year	Concept
1	Zaitseva et al.,2016:5	The approach followed by the organization and characterized by renewed creative ideas and aimed at survival, adaptation and growth in light of the intense competitive conflict.
2	Romanowska,2016:13	A process that the organization invests in to improve managers' capabilities and address problems
3	Hamilton& Kwon,2016:2211	The extent of the organization's ability to communicate and harmonize with its employees in order to ensure the achievement of the goals it seeks to achieve
4	Obwatho,2019:5	The extent to which the organization is able to address its weaknesses and achieve distinction over competitors
5	Lan,2020:82	A primary resource for contacting employees and focusing on competition in order to secure a larger market share
6	Kayikci,2020:1	The extent of the organization's ability to survive, adapt and grow in light of the goals it seeks to achieve
7	Hassan & Al Shaikhly, 2020: 4	Formulating a concise and clear strategic vision with a commitment to following a successful motivational culture to achieve the goals of the organization efficiently and effectively, moving away from routine and making room for creative and thinking cadres to ensure the effective implementation of those goals

**From the above, it can be said that strategic success refers to the organization's ability to survive, adapt and grow in order to make periodic changes that contribute to achieving goals and the continued success of its internal and external operations.**

## **2)The importance of strategic success**

Strategic success is one of the most important reasons for the survival and continuity of organizations, and accordingly, organizations of all kinds are keen to provide and achieve the requirements for strategic success, as the concept of strategic success occupied an important place in studies and research. As it contributed to the development of organizational thought by improving the efficiency and effectiveness of the organization, which contributed to improving the organization's ability to

survive, adapt and develop in order to achieve its goals, the strategic success contributes to achieving the results of the activity for employees, owners and customers with all stakeholders from the perspective of the external public and private environment. While from the perspective of the internal environment, it contributes to improving the ability to face failure and regulatory disclosure, enhancing the ability to face difficulties and developing the internal environment in addition to supporting development by providing the necessary funds for the purchase of necessary and advanced equipment, keeping abreast of rapid technological developments and the ability to develop training programs with Adopting a fair and encouraging incentive system for acquiring and developing new skills and experiences (Ahmed et al., 2020: 1186). Consequently, the importance of strategic success lies in the following points (2020: 4, Hassan and Al-Shaikhly; McCann & McCarren, 2012: 244):

**a-** Achieving competitive advantage

**b-** Create an appropriate climate of trust and ethical treatment that excludes the possibility of increasing workers' complaints against the organization.

**c-** Raising the level of employees' performance and investing their capabilities and capabilities in a way that helps them advance and develop.

**d-** Evaluation of programs, policies and plans of human resources management since the results of the process can be used as indicators to judge the accuracy of these policies, programs and plans.

### **3)Dimensions of strategic success**

Strategic success can be measured by improving the organization's ability to survive and develop its capabilities, and to continue in the business environment, as well as the ability to foresee internal and external problems through which the organization's capabilities can be strengthened in the future and to develop means that limit the development of the organization that affect its strategic success. The essence of measuring strategic success lies in the effective implementation of the organization's plans and the preservation of customers and beneficiaries, which contributes to improving its ability to adapt and grow in the business world through three dimensions (Abuzaid, 2018: 647; Katz & Green, 2007: 586; Ahmed, 2020:1187) which are as follows:

**a-Survival:** Survival represents the essence of strategic success, and some organizations may be exposed to problems and pressures from other parties, such as intense competition with organizations or changing the needs and desires of tourists, and in order for the organization to ensure its survival in the market, we will find it sacrificing many things for that, and the organization will also be forced to use The Low Prices Method (Al-Kamari and Saud, 2018: 226).

**b-Adaptation:** The existence of contemporary organizations in a changing, unstable and highly complex environment in various aspects requires a rapid response and adaptation to environmental variables in its various aspects, and this is manifested through the creativity and innovation of products and the provision of new services, as well as meeting the increasing needs of customers, and in a way that enables them to achieve Its competitive goals (Mohammed and Omar, 2018: 10).

**c-Growth:** Anchored growth represents the basis that reflects the organization's intention to achieve simple growth and increase its partial value through the allocation of resources and attention continuously with the aim of increasing the organization's



growth strategies, as well as it constantly aims to achieve a higher than average share in the market, sales and volume (in the number of employees) In addition to making an above average contribution to the market performance of the organization, the practice of simultaneous implementation of pro-profit and pro-growth strategies increases the overall value of the organization (Han, 2007: 48-50).

### **The third part: Practical framework for research**

#### **First: coding and characterizing the search variables**

This paragraph is concerned with improving the nature and type of results by expressing a set of symbols for the research variables in order to provide accurate results for the research variables, as well as creating a clear perception for the reader towards the variables included in the analysis, and clarifying the results reached by the research with ease and ease. (4) It explains the description and coding of the research variables and dimensions included in the analysis

**Table (4) characterization and coding of research variables and dimensions**

<b>variable</b>	<b>Dimensions</b>	<b>paragraphs</b>	<b>code</b>	
<b>1-tacit knowledge</b>	cognitive skills	6	TKCO	<b>TIKN</b>
	technical skills	6	TKTE	
	social skills	4	TKSS	
<b>2-strategic success</b>	survival	5	STST	<b>STSU</b>
	adaptation	5	STAD	
	growth	5	STGR	

#### **Second:the normal distribution test**

Table (5) results indicate that all values of the normal distribution test for torsion and flattening coefficient are higher than ( $\pm 1.96$ ), which indicates that all dimensions of the research variables follow the normal distribution, which means rejecting the null hypothesis that states that the data included in the analysis do not follow the normal distribution. , and accept the alternative hypothesis that imposes the opposite and that the data follow a normal distribution, which indicates that the researcher can use parametric statistics in order to extract the required results.

**Table (5) Results of the normal distribution of the research variables (n = 136)**

<b>Tests</b>		<b>cognitive skills</b>	<b>technical skills</b>	<b>social skills</b>	<b>tacit knowledge</b>	<b>survival</b>	<b>adaptation</b>	<b>growth</b>	<b>strategic success</b>
<b>Skew</b>	<b>stats</b>	-0.854	-0.651	-0.641	-0.597	-0.997	-0.614	-0.562	-0.492
	<b>standard error</b>	0.208	0.208	0.208	0.208	0.208	0.208	0.208	0.208
	<b>critical value</b>	-4.106	-3.13	-3.082	-2.87	-4.793	-2.952	-2.702	-2.365
<b>Kurtosis</b>	<b>stats</b>	-0.898	-0.814	-0.828	-1.673	1.146	-0.998	-0.883	-0.994
	<b>standard error</b>	0.413	0.413	0.413	0.413	0.413	0.413	0.413	0.413

	<b>critical value</b>	<b>-2.174</b>	<b>-1.971</b>	<b>-2.001</b>	<b>-4.051</b>	<b>2.775</b>	<b>-2.417</b>	<b>-2.138</b>	<b>-2.407</b>
--	-----------------------	---------------	---------------	---------------	---------------	--------------	---------------	---------------	---------------

### Third: the stability of the measuring instrument

The results of Table (6) regarding Cronbach's alpha coefficients show that the research measures are characterized by stability and high credibility, since all values range between (0.935 - 0.958), and they are statistically acceptable in administrative and behavioral research because their value is greater than (0.75) and is characterized by stability and internal consistency. Table (6) shows Cronbach's alpha coefficients for the research variables and dimensions.

**Table (6) Cronbach's alpha coefficients for research variables and dimensions**

variable	Dimensions	paragraphs	Alpha Cronbach for each dimension	Cronbach alpha for each variable	Alpha Cronbach for whole search
tacit knowledge	cognitive skills	6	0.944	0.935	0.950
	technical skills	6	0.943		
	social skills	4	0.941		
strategic success	survival	5	0.958	0.938	
	adaptation	5	0.941		
	growth	5	0.942		

### Fourth: Statistical description of the data

#### 1)The tacit knowledge variable

It is noted from the results of Table (7) that the general average of the arithmetic averages for the implicit knowledge variable amounted to (4.37) and a standard deviation of (0.547), with a very high response level and an answer intensity of (87%), which indicates the interest of the studied company in the technical skills dimension as it has On the first rank with an arithmetic mean of (4.43) and a standard deviation equal to (0.542), a very high answer level and a relative importance of (89%), on the other hand, the social skills dimension got the last rank with an arithmetic mean equal to (4.28) and a standard deviation of (0.625). With a relative importance of (86%) and a high level of response, which indicates the studied company's interest in improving its ability to build positive relationships between employees and management in order to ensure improvement of the technical and operational capabilities of workers and to provide the best efforts to enhance the company's productivity.

**Table (7) Descriptive statistics for the tacit knowledge variable**

<b>paragraphs</b>	<b>mean</b>	<b>standard deviation</b>	<b>Relative importance</b>	<b>Order of importance</b>	<b>paragraphs</b>	<b>mean</b>	<b>standard deviation</b>	<b>Relative importance</b>	<b>in</b>
<b>TKCO1</b>	4.51	0.71	90%	1	<b>TKSS1</b>	4.27	0.755	85%	
<b>TKCO2</b>	4.19	1.015	84%	6	<b>TKSS2</b>	4.33	0.689	87%	
<b>TKCO3</b>	4.43	0.663	89%	2	<b>TKSS3</b>	4.25	0.707	85%	
<b>TKCO4</b>	4.42	0.694	88%	3	<b>TKSS4</b>	4.26	0.72	85%	
<b>TKCO5</b>	4.36	0.795	87%	5	<b>social skills</b>	<b>4.28</b>	<b>0.625</b>	<b>86%</b>	
<b>TKCO6</b>	4.4	0.838	88%	4	<b>tacit knowledge</b>	<b>4.37</b>	<b>0.547</b>	<b>%87</b>	

<b>cognitive skills</b>	<b>4.39</b>	<b>0.638</b>	<b>88%</b>	<b>Second</b>
<b>TKTE1</b>	4.46	0.719	89%	3
<b>TKTE2</b>	4.49	0.678	90%	1
<b>TKTE3</b>	4.47	0.688	89%	2
<b>TKTE4</b>	4.37	0.697	87%	6
<b>TKTE5</b>	4.38	0.655	88%	5
<b>TKTE6</b>	4.44	0.63	89%	4
<b>technical skills</b>	<b>4.43</b>	<b>0.542</b>	<b>89%</b>	<b>first</b>

## 2)The strategic success variable

The results in Table (8) revealed that the general average of the arithmetic averages for the strategic success variable was (4.41) and a standard deviation was (0.466), with a very high response level and an answer intensity equal to (88%), which indicates the interest of the studied company in the dimension of adaptation, as it happened On the first rank with an arithmetic mean of (4.47) and a standard deviation of (0.51) and a very high answer level and a relative importance of (89%), on the other hand, he got after staying on the last rank with an arithmetic mean of (4.35) and a standard deviation of (0.591) with relative importance equal to (87%) and with a high response level, which indicates the interest of the studied company in improving its chances of survival, which requires it to enhance its ability to adapt and grow within the markets.

**Table (8) Descriptive statistics for the strategic success variable**

paragraphs	mean	standard deviation	Relative importance	Order of importance	paragraphs	mean	standard deviation	Relative importance	in
<b>STST1</b>	4.42	0.615	88%	1	<b>STGR1</b>	4.55	0.581	91%	
<b>STST2</b>	4.32	0.727	86%	4	<b>STGR2</b>	4.47	0.699	89%	
<b>STST3</b>	4.34	0.8	87%	3	<b>STGR3</b>	4.37	0.697	87%	
<b>STST4</b>	4.31	0.803	86%	5	<b>STGR4</b>	4.24	0.762	85%	
<b>STST5</b>	4.35	0.66	87%	2	<b>STGR5</b>	4.45	0.768	89%	
<b>survival</b>	<b>4.35</b>	<b>0.591</b>	<b>87%</b>	<b>Third</b>	<b>growth</b>	<b>4.41</b>	<b>0.532</b>	<b>88%</b>	
<b>STAD1</b>	4.33	0.71	87%	5	<b>strategic success</b>	4.41	0.466	%88	
<b>STAD2</b>	4.35	0.693	87%	4					
<b>STAD3</b>	4.57	0.605	91%	2					
<b>STAD4</b>	4.53	0.544	91%	3					
<b>STAD5</b>	4.58	0.65	92%	1					
<b>adaptation</b>	<b>4.47</b>	<b>0.51</b>	<b>89%</b>	<b>first</b>					

## Fifth :hypothesis testing

### 1.Correlation hypothesis test

#### The first main hypothesis:

The first main hypothesis states that **(there is a significant correlation between tacit knowledge and strategic success)**

The results of Table (9) show that there is a statistically significant correlation of (0.803) between implicit knowledge and strategic success, which is a strong direct relationship according to the criterion of (Cohen et al., 1983), which indicates the

interest of the studied sample to improve its cognitive abilities in order to ensure the achievement of Strategic success, and this requires it to improve its potential by (0.197), as well as the existence of a positive correlation of tacit knowledge towards the dimensions of strategic success and a correlation strength that ranged from (0.531) for the survival dimension to (0.784) for the adaptation dimension, which indicates the company's keenness to enhance its capabilities productivity in order to ensure the maintenance of its market share, which requires it to work on developing its capabilities towards adapting to environmental changes, and two sub-hypotheses emerge from this hypothesis:

**a-The first sub-hypothesis**

It states **(there is a statistically significant correlation between the cognitive skills dimension and strategic success with its dimensions (survival, adaptation, and growth)).**

The results of Table (9) indicate that there is a positive and significant correlation between the dimension of cognitive skills and strategic success and its value is (0.689) and at a level of significance less than (0.01), i.e. with a degree of confidence of (0.99), and this indicates the strength and positive relationship between them and what supports this result The value of (2-tailed) Sig, as well as the existence of a correlation relationship for the dimension of cognitive skills towards the dimensions of strategic success, with a value ranging from (0.387) for the dimension of survival to (0.721) for the growth dimension, which indicates the interest of the company concerned with improving its growth opportunities and investment. In a way that enhances its knowledge capacity and invests experiences and efforts to the fullest.

**b-The second sub hypothesis**

It states **(there is a statistically significant correlation between the technical skills dimension and strategic success with its dimensions (survival, adaptation, and growth)).**

The results of Table (9) indicate that there is a positive and significant correlation of (0.720) between the technical skills dimension and strategic success and at a level of significance less than (0.01), i.e., with a confidence degree of (0.99), and this indicates the strength and positivity of the positive relationship between them and what supports this result. The value of (2-tailed) Sig, on the other hand, there is a correlation between the technical skills dimension towards the dimensions of strategic success, ranging from (0.409) for the dimension of survival to (0.756) for the adaptation dimension, which indicates the interest of the company concerned with developing its ability to adapt to the circumstances. environment in order to improve its chances of survival and growth and improve its profitability compared to its competitors.

**c-The third sub-hypothesis**

It states **(there is a statistically significant correlation between the social skills dimension and strategic success with its dimensions (survival, adaptation, and growth)).**

The results of Table (9) indicate the existence of a positive and significant correlation between the dimension of social skills and strategic success, reaching (0.781) and at a level of significance less than (0.01), meaning a degree of confidence of (0.99), and this indicates the strength and positive relationship between them and what supports

this result The value of (2-tailed) Sig, in addition to the existence of a correlation relationship for the dimension of social skills towards the dimensions of strategic success, with a relationship ranging from (0.644) for the dimension of survival to (0.701) for the adaptation dimension, which indicates the interest of the company concerned with developing its potential towards building positive relationships With employees and management in order to ensure that employees are keen to achieve the desired goals of the company.

From the above, it can be said that the special alternative hypothesis is accepted in the first main hypothesis, which states (there is a positive statistically significant correlation between tacit knowledge with its dimensions (cognitive skills, technical skills, and social skills) and strategic success with its dimensions (survival, adaptation, and growth) at the level of Significance less than 0.05), and rejecting the null hypothesis which states (there is no positive statistically significant correlation between implicit knowledge with its dimensions (cognitive skills, technical skills, and social skills) and strategic success with its dimensions (survival, adaptation, and growth) at a level of significance less than 0.05).

**Table (9) Correlation Matrix (N=136)**

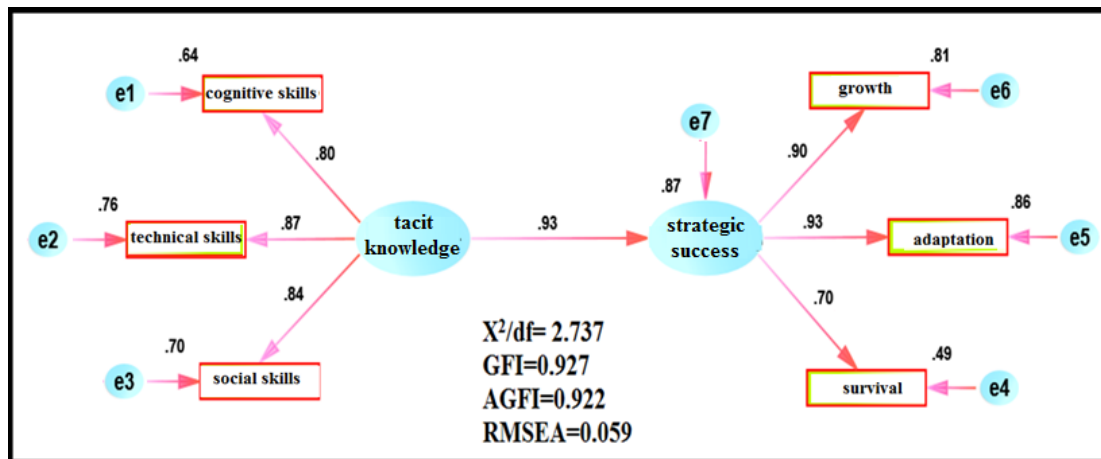
	<b>cognitive skills</b>	<b>technical skills</b>	<b>social skills</b>	<b>tacit knowledge</b>	<b>survival</b>	<b>adaptation</b>	<b>growth</b>	<b>strategic success</b>
cognitive skills	1	.764**	.741**	.924**	.387**	.686**	.721**	.689**
technical skills		1	.709**	.898**	.409**	.756**	.710**	.720**
social skills			1	.903**	.644**	.701**	.663**	.781**
tacit knowledge				1	.531**	.784**	.767**	.803**
survival					1	.504**	.477**	.789**
adaptation						1	.836**	.897**
growth							1	.888**
strategic success								1

## **2.Impact hypothesis test**

### **Test the second main hypothesis**

This hypothesis states that **(there is a statistically significant effect of implicit knowledge on strategic success with its dimensions (survival, adaptation, and growth)).**

The results of Table (10) show that there is a significant effect of tacit knowledge on strategic success in its dimensions (survival, adaptation, and growth). One leads to an improvement in strategic success by (0.067) with a standard error of (0.044) and a critical value greater than (1.96) equal to (18.25), which indicates the interest of the company concerned interested in developing \*\*\*\*.



**Figure (2) The standard structure of the impact of tacit knowledge on strategic success in its dimensions**

The results above in Figure (2) and shown in Table (10) indicate that tacit knowledge contributed to the interpretation of (0.645) of the factors that limit the company's ability to achieve strategic success, which requires it to be keen to develop its capabilities by (0.130).

**Table (10) results of the standard weights for the impact of tacit knowledge on strategic success in its dimensions**

regression path			Estimates	standard error	critical ratio	R <sup>2</sup>	(P)	Effect type
knowledge	---	strategic success	0.803	0.044	18.25	0.645	***	moral

**From this hypothesis, several sub-hypotheses can be tested as follows:**

**a-The first sub-hypothesis**

It states **(there is a statistically significant effect of the cognitive skills dimension on strategic success with its dimensions (survival, adaptation, and growth))**

The results of Table (11) revealed that there was no significant effect of the cognitive skills dimension on strategic success in its dimensions (survival, adaptation, and growth), and therefore the studied company should pay attention to developing its cognitive skills in order to reduce the standard error it suffers from and improve its applied reality.

**b-The second sub hypothesis**

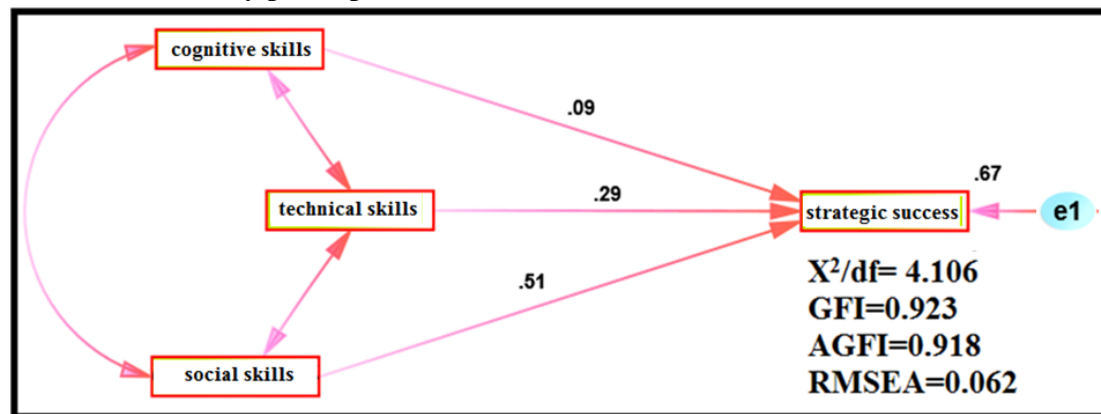
It states **(there is a statistically significant effect of the technical skills dimension on strategic success with its dimensions (survival, adaptation, and growth))**

It is noted from the results of Table (11) that there is a significant effect of the technical skills dimension on strategic success in its dimensions (survival, adaptation, and growth). The technical skills dimension with one standard weight leads to an improvement in strategic success with a value of (0.71) and a standard error of (0.070) and a critical value greater than (1.96) with a value of (4.143), which indicates the interest of the concerned company interested in developing the skills of its employees towards the use of modern and specialized technologies from In order to support decision-making processes within the company.

### c-The third sub-hypothesis

It states (there is a significant statistical effect of the social skills dimension on strategic success in its dimensions (survival, adaptation, and growth))

The results of Table (11) show that there is a significant effect of the dimension of social skills on strategic success in its dimensions (survival, adaptation, and growth), and therefore the positive impact exercised by the dimension of social skills will improve strategic success by (0.508), which indicates that an increase in the dimension of Social skills by one unit lead to an improvement in strategic success by (0.492) with a standard error of (0.058) and a critical value greater than (1.96) equal to (8.759), which indicates the interest of the concerned company is interested in improving its ability to build positive relationships with work teams and encourage Workers to actively participate in it.



**Figure (3) The standard structure of the impact of the dimensions of tacit knowledge on strategic success in its dimensions**

The results above in Figure (3) and shown in Table (11) also indicate that the implicit knowledge dimensions contributed to the interpretation of (0.668) of the factors that limit the company's ability to achieve strategic success, which requires it to be keen to develop its capabilities by (0.332).

**Table (11) Results of the standard weights for the impact of the dimensions of tacit knowledge on strategic success in its dimensions**

regression path			Estimates	standard error	critical ratio	R <sup>2</sup>	(P)	Effect type
cognitive skills	---	strategic success	0.091	0.062	1.468	0.668	0.286	n.s
technical skills	---		0.290	0.070	4.143		***	moral
social skills	---		0.508	0.058	8.759		***	moral

### The fourth Part: Conclusions and Recommendations

#### First: the conclusions

1-There is an interest for the studied sample in transferring knowledge and its competencies among workers by motivating workers to participate in specialized training courses inside and outside the country.

2-The school company's interest in following the necessary directions and instructions in order to contribute to building positive relationships with work teams within the company.

3-The company has knowledge support programs through which employees are encouraged to share knowledge and participate in conferences and seminars to develop their technical capabilities and skills.

4-The company's interest in attracting workers with knowledge and high skills in order to ensure the qualification of the company's cadres.

5-The company's ability to adapt quickly to exceptional events in light of the intertwined work environment, which requires it to develop its capabilities continuously and periodically.

6-The company's interest in improving its strategies for entering new markets, and this indicates its interest in improving its development capacity and working to develop the expertise of employees in participating in decision-making, as well as the keenness to introduce diversification into its products to meet the needs and requirements of the actual market.

### **Second: Recommendations**

1-The necessity for the studied company to provide an infrastructure for the programs and tools it uses in order to maintain the tacit knowledge in order to develop employees and adapt to the changes that occur in the world of technologies.

2-The need for the studied company to build a knowledge database for its employees in order to know the shortcomings it suffers from, and to communicate and exchange information in order to address the weaknesses it suffers from.

3-The company's interest in enhancing the skills of working individuals by opening their knowledge horizons and developing them through knowledge initiative and creativity, which requires them to pay attention to enhancing the knowledge skills of each worker in the company.

4-The need for the studied company to be keen on building positive relationships with work teams by developing its capabilities to encourage employees effectively in building the necessary activities for the company that contribute to building positive relationships between employees.

5-The need for the company to evaluate its capabilities periodically in order to ensure that the deficiencies it suffers are addressed and work to analyze the weaknesses and address them as much as possible.

6-The company should be concerned with making periodic changes in its specific plans and objectives in order to develop them continuously and adapt them to the evolving and constantly changing environmental requirements and changes.

7-The need for the company to interact with customers in order to ensure knowledge of all their requirements and respond to their changing needs, which requires it to improve its ability to adapt to customers' requirements.

### **Sources and references**

1. Al-Kamri, Nofal Abdul-Ridha, Saud, Imad Hussein (2018) The mental image of the tourist and its impact on achieving the strategic success of hospitality organizations: An applied study on a sample of hospitality organizations in the city of Baghdad" Al-Ghari Journal of Economic and Administrative Sciences, Volume 10, Issue 2.

2. Hamilton, J. W., & Kwon, I. W. G. (2016). Strategic Success, Supply Chain Performance, and Social Media: The Impact of New Technologies. In Social Media and Networking: Concepts, Methodologies, Tools, and Applications (pp. 2211-2218). IGI Global.



3. Han, M. (2007). Achieving superior internationalization through strategic ambidexterity. *Journal of Enterprising Culture*, 15(01), 43-77.
4. Haron, H., & Alias, R. A. (2005). Conceptualization of tacit knowledge dimension. In *Proceedings of the Postgraduate Annual Research Seminar* (pp. 12-17).
5. Muhammad, Muhammad Abd al-Qadir, and Omar, Muhammad Abd al-Rahman (2018) Lean manufacturing requirements and their role in achieving strategic success: An exploratory study of the opinions of a sample of individuals working in Hawar National Press / Dohuk” *Tikrit Journal of Administrative and Economic Sciences*, Volume 4, Issue 44 A / C 2.
6. Noura, Farahia (2019) Social skills and their relationship to self-esteem among first-year master’s students in Psychology: A field study at the University of M’sila
7. Abuzaid, A. N. (2018). Employees’ Empowerment and its Role in Achieving Strategic Success: A Practical Study on Jordanian Insurance Companies. *Jordan Journal of Business Administration*, 14(4), 641-659
8. Adolphs, R. (2009). The social brain: neural basis of social knowledge. *Annual review of psychology*, 60, 693-716.
9. Ahmady, G. A., Nikooravesh, A., & Mehrpour, M. (2016). Effect of organizational culture on knowledge management based on Denison model. *Procedia-Social and Behavioral Sciences*, 230, 387-395.
10. Ahmed, S. F. (2020). Strategic Innovation, Entrepreneurial Orientation and Strategic Success in a Ministry of Water Resources. *innovation*, 13(9).
11. Bolisani, E., & Bratianu, C. (2018). The elusive definition of knowledge. In *Emergent knowledge strategies* (pp. 1-22). Springer, Cham.
12. Colon-Aguirre, M. (2012). Organizational Storytelling in Academic Libraries: Roles, Addressees and Perceptions.
13. Gonzalez, R. V. D., & Martins, M. F. (2017). Knowledge Management Process: a theoretical-conceptual research. *Gestão & Produção*, 24(2), 249.
14. Holste, J. S., & Fields, D. (2010). Trust and tacit knowledge sharing and use. *Journal of knowledge management*.
15. Insch, G. S., McIntyre, N., & Dawley, D. (2008). Tacit knowledge: A refinement and empirical test of the academic tacit knowledge scale. *The journal of psychology*, 142(6), 561-580.
16. Jisr, R. E., & Maamari, B. E. (2017). Effectuation: exploring a third dimension to tacit knowledge. *Knowledge and Process Management*, 24(1), 72-78.
17. Kayikci, Y. (2020). Stream processing data decision model for higher environmental performance and resilience in sustainable logistics infrastructure. *Journal of Enterprise Information Management*.
18. Kothari, A., Rudman, D., Dobbins, M., Rouse, M., Sibbald, S., & Edwards, N. (2012). The use of tacit and explicit knowledge in public health: a qualitative study. *Implementation Science*, 7(1), 1-12.
19. Lan, L. (2020, December). Research on Strategic Decision Making of Science and Technology Talents Based on Influence, Effectiveness and Efficiency—A Theoretical Analysis Framework. In *2020 9th International Conference on Applied Science, Engineering and Technology (ICASET 2020)* (pp. 82-87). Atlantis Press.
20. Letmathe, P., & Rößler, M. (2019). Tacit knowledge transfer and spillover learning in ramp-ups. *International Journal of Operations & Production Management*.

- 21.**Makhmutov, I. I., Isavnin, A. N. A. G., & Karamyshev, S. S. (2016). Classification approach in determination of knowledge in context of organization. *Academy of Strategic Management Journal*, 15, 39.
- 22.**Martin, A. (2017). Impact of Tacit Knowledge Deficits in Acute Care Hospital Settings (Doctoral dissertation, Baker College (Michigan)).
- 23.**McCann, J., & McCarren, D. (2012). Emerging market strategy development and implementation. *Journal for International Business and Entrepreneurship Development*, 6(3-4), 244-259.
- 24.**Mohajan, H. (2017). The impact of knowledge management models for the development of organizations.12
- 25.**Obwatho, S. (2019). Advancing Strategic Planning For Families: Refacing Family Planning And Family Economics. *MIND Journal*, (7), 1-8.
- 26.**Panahi, S., Watson, J., & Partridge, H. (2016). Conceptualising social media support for tacit knowledge sharing: physicians' perspectives and experiences. *Journal of Knowledge Management*.
- 27.**Paulius, D., & Sun, Y. (2019). A survey of knowledge representation in service robotics. *Robotics and Autonomous Systems*, 118, 13-30.
- 28.**Polanyi, M. (1996). *The Tacit Dimension*. London: Routledge and Kegan Paul.
- 29.**Romanowska, M. (2016). The evolution of the strategic goals of Polish enterprises during the economic crisis. *Journal of Management and Financial Sciences*, 9(24), 13-25.
- 30.**Saulais, P., & Ermine, J. L. (2020). *Knowledge Management in Innovative Companies 2: Understanding and Deploying a KM Plan within a Learning Organization*. John Wiley & Sons
- 31.**Seidler-de Alwis, R., & Hartmann, E. (2008). The use of tacit knowledge within innovative companies: knowledge management in innovative enterprises. *Journal of knowledge Management*.
- 32.**Torabi, M. H. R., Kyani, A., & Falakinia, H. (2016). An investigation of the impact of knowledge management on human resource performance in management of Keshavarzi bank branches in Tehran. *Procedia-Social and Behavioral Sciences*, 230, 471-481.
- 33.**Zaitseva, N. A., Goncharova, I. V., & Androsenko, M. E. (2016). Necessity of changes in the system of hospitality industry and tourism training in terms of import substitution. *International Journal of Economics and Financial Issues*, 6(1).
- 34.**Zhang, S., Liu, Q., Chen, W., Wang, Q., & Huang, Z. (2017). Interactive networks and social knowledge construction behavioral patterns in primary school teachers' online collaborative learning activities. *Computers & Education*, 104, 1-17.
- 35.**Hassan, Hanin Qassem, and Al-Shaikhly, Abdul Razzaq Ibrahim (2020) The Impact of Strategic Sovereignty on Strategic Success: A Case Study in Dhi Qar Governorate, *Journal of Economic and Administrative Sciences*, Volume 26, Issue 124.