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STRATEGIC KNOWLEDGE MANAGEMENT AND ITS IMPACT ON STRATEGIC AMBIDEXTERITY

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ABSTRACT

The aim of this research is to identify the impact of strategic knowledge management on strategic ambidexterity within the Ministry of Construction and Housing. A two-scope questionnaire was set up for this purpose with the first being related to the dimensions of strategic knowledge management, and the second to strategic ambidexterity so as to collect the preliminary data, while working with a study sample that is suitable and reliable for convenience. (87) questionnaire copies out of the (95) distributed were retrieved, of which (80) copies were fully answered and consequently accepted since not all of the collected copies were legible, thus bringing the response percentage to (84.2%). The simple linear regression was used in determining the influence of the strategic knowledge management on the strategic ambidexterity which revealed a relation of influence between the two.

Key words: *strategic knowledge management, strategic ambidexterity, Ministry of Construction, Housing, Municipalities and Public Works.*

INTRODUCTION

Business organizations around the world face a major challenge as a result of rapid developments taking place within the knowledge economy field and the increased competition between them. Accordingly, these organizations are in need for modern management tools that make the difference in bringing the organization to the highest levels of quality and excellence in performance, so as to improve their activities and increase the efficiency and effectiveness so they become more adapted to the ongoing changes occurring within their environment, acquiring the sought-after competitive advantages accordingly.

The organization's interest in managing strategic knowledge can significantly contribute to gaining access to strategic ambidexterity with sources of knowledge being regarded as of the main pillars needed

to achieve ingenuity in organizations, which in turn enable them to build the suitable value of the organization and the mere notion that knowledge is a feature of distinctiveness makes it vital to manage it and preserve it through strategic knowledge.

Knowledge strategies include employing different types of knowledge necessary in operating processes geared towards improving competitiveness. That includes getting to know the suppliers, the customers as well as the workers and employees in addition to knowing the intelligence of the competitors and the industrial knowledge involved, not to mention the importance of innovations that the organization manage to achieved by means of knowing and investing in the organizational knowledge capabilities while emphasizing the significance of strategies,

their implied features and dynamics, identifying and building on its strengths while highlighting points of weakness and overcoming them, so the organization would have the ability to influence its environment or even to change it over time and not only response to it. (Venkitachalam & Willmott 2015:2)

(Earl,2001) focuses on identifying gaps of performance in discovering the areas in which the organization is not fully capable of utilizing its strategic capabilities. According to (Zack, 1999), every strategic decision would have a profound impact on the core knowledge, skills and competencies (Harri & Sari,2018:5). Furthermore, the strategic knowledge management refers to the processes and structures used by the organization in order to access, create and share knowledge so as to manage strategies and make strategic decisions (Hematifar & Bali,2018:48) that enable employees within the organization to access information by themselves through document libraries where the works are documented. Thus, when an employee or a worker leaves the organization or the department to which he or she used to work in, others could easily do their jobs with no confusion (Riungu,2015:4).

Many studies have emphasized the need for organizations to combine exploration and exploitation, in the time when others

linked exploitation and exploration to different types of learning and innovation (Jansen et al., 2008:984) and since strategic ambidexterity is one of the distinct topics, it has, therefore, called the attention of researchers so far, that (Palm & Lilja,2017:1) defines it as the organization's ability to improve the quality of existing services, products and practices, as well as to introduce innovative or radical improvement by taking up new market opportunities. Strategic ambidexterity has also been defined as the set of procedures concomitantly taken by the organization to deal with the variety of situations represented by the processes of exploration and exploitation (Du & Chen, 2018:1).

On their part, (Tang,2007:12) put the strategic ambidexterity as the organization's ability to broadly and simultaneously follow up on two different activities, an opinion that was supported by (Luo & Rui, 2009:51) who puts it as the organization's ability to follow up on two different things such as exploitation and exploration, while searching for and adapting to new opportunities so as to achieve profits and growths in the short run as well as in the long run. (Shoo,2010:3) described it as the ability of organizations to exploit their current knowledge and explore new knowledge, in order to stay in a dynamic business environment i.e. radical innovation

of services, products, practices and processes (Roglinger,2018:1).

Problem of the Research

The problem of the research lies in the extent to which these organizations have benefited from strategic knowledge management practices and its dimensions in achieving Strategic Ambidexterity. Accordingly, it is necessary to conduct a practical study on the strategic knowledge management practices and their impact on achieving Strategic Ambidexterity, hence is the problem of the research that is based on the question (what is the impact of strategic knowledge management on achieving Strategic Ambidexterity).

HYPOTHESES OF THE RESEARCH

The Main Hypothesis

"The strategic knowledge management has an influence of significance on strategic ambidexterity within the Ministry of Construction, Housing, Municipalities and Public Works at a level of significance of ($> 0.05 \alpha$)."

The First Sub-Hypothesis

"The making of strategic meaning has an influence of significance on the strategic ambidexterity within the Ministry of Construction, Housing, Municipalities and Public Works at a level of significance of ($> 0.05 \alpha$)."

The Second Sub-Hypothesis

"Sharing strategic knowledge has an influence of significance on the strategic ambidexterity within the Ministry of Construction, Housing, Municipalities and Public Works at a level of significance of ($> 0.05 \alpha$)."

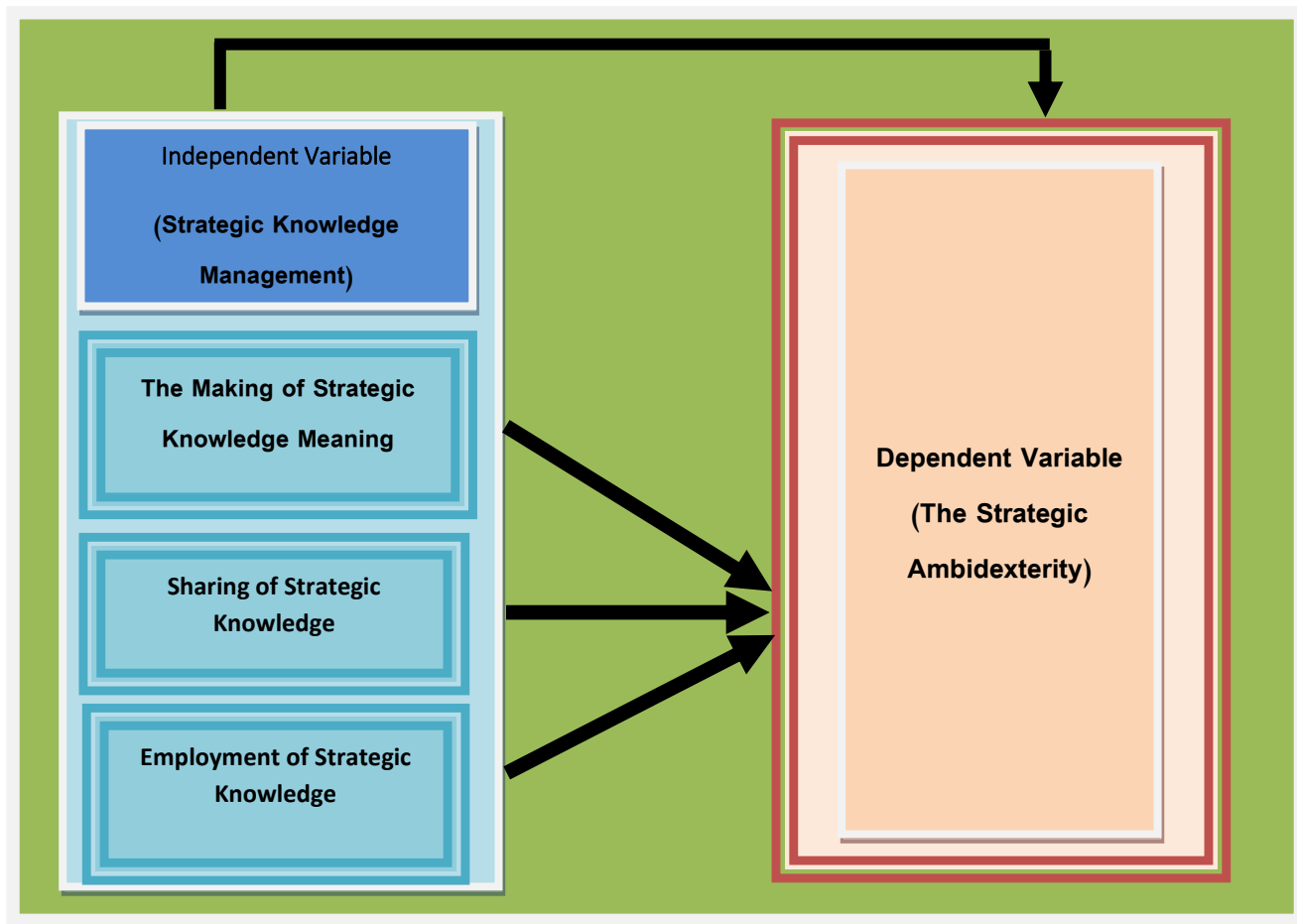
The Third Sub-Hypothesis

"The employment of strategic knowledge has an influence of significance on the strategic ambidexterity within the Ministry of Construction and Housing at a level of significance of ($> 0.05 \alpha$)."

The Hypothetical Model of the Research

The hypothetical diagram represents an expressive idea of the research, which was designed to put the current problem of the research in its practical context or framework so as to explain the results gained, as is shown in figure (1) below:

Figure (1) The Hypothetical Diagram of the Research



THEORETICAL FRAMEWORK AND ASSOCIATING STUDIES

Strategic Knowledge Management

Knowledge is created through a dynamic interaction between implicit and explicit knowledge (Nonaka et al., 2001), hence is the main goal of knowledge management being to provide opportunistic application of different fragmented types of knowledge through the process of integration (Huang et al., 2016:8).

Strategic Knowledge Management is considered a unique pattern of managing

employees, systems and programs, in addition to responding to changes in a dynamic business environment. It is also a means of improving the performance of the organization (Kianto et al., 2016), (Joyce & Slocum, 2012) and of achieving competitive advantage. (Souze & Rocha, 2019:223)

It is impossible, in the light of the online-conducted businesses, to ignore the role of applying strategic knowledge management through remodelling knowledge that is geared towards integration and creativity, among other

forms of acquired organizational efficacies. This is why directed branches of knowledge provide the foundation for the strategic knowledge management which in turn empower the capabilities of the organization through assembling and unifying its asset of market knowledge, and thus enabling it to gain a competitive advantage (Farzin et al., 2014:596).

Strategic Knowledge Management (SKM) relates to the practices and infrastructure that organizations employ to acquire, generate and share knowledge in order to formulate strategy and make strategic decisions (Zack,2002). In fact, it is the Knowledge Strategy that outlines how the organization wants to align its knowledge resources and capabilities with the intellectual requirements of its strategy, since it is the strategic position of the organization that makes ensuring the competitive advantage a necessity (Ferreira et al.,2018:121)

The core of knowledge management lies in providing strategies that make the organization's asset of knowledge available for those who need it to enhance their performance, both individually and on the overall level of the organization (Alhamaudi,2010:33) and in order to manage knowledge, the strategic knowledge management should be formulated in parallel (Mohajan,2017:8).

Therefore, it is necessary to continuously keep the knowledge management in a congruous communication with the business strategy so as to focus on and make full use of core competencies that are based on knowledge and which are represented by (resources, capabilities) so that to fully benefit from it through a strategic perspective (Cabrilo,2018:2).

In the stage of achieving their planned goals, many organizations may face numerous situations, including changes and problems, both within and outside, that force them to adapt and get coherent with. This is why organizations struggle under such circumstances to get along with the lowest losses possible or minimum profits (Uçaktürk & Villard 2013:1040). While Strategic Knowledge management is defined as being the process of generating and encoding knowledge as well as collecting and transmitting sensitive information to the right person at the right time and place, it requires the identification of the organization's strategy in terms of its needs, activities and means of achieving them in order to accomplish the desired goal (Theriou et al., 2011:109).

Furthermore, the strategic knowledge management is also seen as the ability to identify, create, change, transfer and integrate the outstanding knowledge resources available for employees or

organizations, and that includes providing a variety of activities and interactions intended to make improvements and the delivery new innovations happen (Kianto & Andreeva,2014:223).

Moreover, strategic knowledge management has the role of setting the overall method that the organization desires to follow in order make its resources and knowledge capabilities suitable for its intellectual requirements of its strategy, thus, reducing the knowledge gap between what the organization needs to know in order to conduct its strategy and what it does not know. (López-Nicolás & Meroño-Cerdán,2011:503)

Effective strategic knowledge management emphasizes the creation of appropriate knowledge and making it accessible to the right employees at the right time, which in turn enables them to acquire interconnected or associated knowledge. Therefore, it is necessary to stress that strategic knowledge management must be consistent with the business vision and management (of the organization), and it should also be made clear to the employees so that they understand its significance. It is also vital to locate and open channels for discussions as that would allow for the ideas and information to be considered and verified, in addition to enabling the development of

trust between employees and their administrations (Nzau,2017:3).

The researchers believe that the strategic knowledge management is a process of selecting, collecting, preserving and sharing the knowledge that is vital to the works and activities of the organization, as well as a tool to identify the means and activities necessary to achieve the desired goals that would be strategically employed to enhance the future works and performance, both individually and at the overall level of the organization.

Strategic knowledge management also aims at investing in the information available for the organization to increase its productivity and to add to its value, thus raising its competitiveness while encouraging the exchange of its implicit knowledge, according to (Novak, 2017:434). One of the basic goals or objectives in this regard is to encourage learning through challenges that target the employees intelligently, in addition to providing a counterculture and promoting key roles and mutual performance as well as developing the process of transferring and storing knowledge, with the expansion of the relevant procedures, mechanisms and operations within the organization (Hosseini et al., 2019:6).

On their part, (Al-Hayaly & Aluajjar, 2016:73) believe that a thoughtful

management of strategic knowledge helps organizations face the competition and cope with the economy, the globalization and the rapid technological changes through the process of generating effective knowledge that help raise the intellectual capabilities within the organizations and achieve the competitive superiority desired.

The making of strategic meaning of knowledge represents the interaction occurring between implicit and explicit knowledge that leads to a new knowledge, which is in turn a process that requires the existence of people who come up with new practical innovative ideas, concepts, and products (Abualoush,2018:283).

The dimension of exploring strategic knowledge implies the process of transferring the currently available knowledge and transforming it to a knowledge that could be benefited from within the organization in a way that clearly and positively influence the performance within that organization (Ask & van't Hof, 2015:22).

As to the dimension of sharing strategic knowledge, it implies the process of sharing knowledge in a mutual way, and thus jointly creating the real knowledge, since it is a process through which knowledge is being shared among workers, employees and organizations. It also leads to the accumulation of informative and

technological knowledge jointly among relevant parties, which eventually enhance the backup of the occupational skills and expertise among workers and employees (Mohajan,2017:7).

And finally, there is the dimension of employing strategic knowledge which is regarded the process of applying knowledge in order to accomplish tasks as well as to make decisions so as to contribute to organizational performance, noting that knowledge management leads to knowledge exchange processes that start with generating knowledge and then the accumulation of knowledge, sharing it and finally using and absorbing it (Mohajan,2017:8).

Strategic Ambidexterity

Successful organizations need to be creative by focusing on simultaneous follow-up issues, and also by focusing on conducting exceptional innovations and exploitations. They also need to be skilful in facing challenges as is stressed by fields of knowledge management, management sciences and strategic management, (Benner & Tushman,2003:247) believe.

That explains the reason because of which the theme of strategic ambidexterity has gained increasing attention in recent years (Paisch et al., 2009:685) with many authors and researchers emphasizing on the

organizations' urgent need to achieve strategic ambidexterity as a form of strategic capabilities that enable them to pursue creativity, which leads to a better financial status and staying in business as long as possible (Li,2013:876).

It is worth mentioning that the first to use the term "organization Ambidexterity" was Duncan in 1976, who noted that successful organizations needed to consider dual and different structures that help implement innovations, stressing that ambidexterity required the exchange and trade-off of financial capabilities and the ability of the organizations to seize new opportunities in their response to environmental changes (O'Reilly & Tushman, 2008, 193).

(Peters & Buijs,2022:3) indicated strategic ambidexterity has become a trend that emerges in both organizational management and knowledge management, clarifying that the essential idea behind that was to instantly deal with integrated activities to help the organization adapt to changes and gain efficiency and flexibility that cover all organizational levels, and thus forming strategic alliances eventually.

(March, 1991) found that exploration was an educational behavior characterized by investigation, heterogeneity, risk-taking, flexibility, innovations and the generation of new knowledge. And while exploitation,

was also seen an educational behavior, it was characterized by continuous improvement, making choices, that are related to production and customer satisfaction. It was also referred to in acquiring balance between learning efforts and results (Lackner et al., 2011:11), and the various problems of change, as it is necessary for organizations to be effective (Gibson & Birkinshaw,2004:209).

The importance of strategic ambidexterity is reflected in strengthening of strategic capabilities and making them sustainable, through the provision of equal facilities for organizations to encourage them engage in exploration and exploitation (Raisch & Zimmermann, 2018:315).

Actually, the strategic ambidexterity is a vital key in leading organizations to continually succeed in developing products since it enables them to achieve profits and innovations in the long run (Andriopoulos & Lewis, 2009:698) noted.

The effective application of strategic ambidexterity helps the organizations achieving low costs in addition to aiding them meet the different needs of customers, that is why ingenuity is deemed very important for the organization's survival and success (Jansen et al., 2005:352). Moreover, the importance of strategic ambidexterity is also reflected in helping

the organizations achieve superiority and competitive excellence. Therefore, it is necessary for the organizations seeking active actualization of activities through competition to achieve strategic ambidexterity in the first place (Kuncoro et al., 2017:513). Skilfully empowered organizations are able to achieve the necessary competitive advantage though radical and evolutionary changes that include savings, explorations and adaptations that help them develop new products and services for the newly emerging markets while still competing within the already well-established markets simultaneously (Wu & Wu,2016: 2388).

Another role played by the strategic ambidexterity according to (Lin et al., 2007:1656), is its use in helping organizations operate in such troubled environments that require high efficiency and flexibility to exploit their resources and to find new ones. In fact, strategic ambidexterity helps organization compete in markets and demonstrate their presence among competitors. This in part is reflected in the activation of the practices executed by the managements as well as the application of the organization's experiences and capabilities in their exploration and exploitation of resources, since it is necessary that organizations achieve most of their limited resources to

build their dynamic capabilities (Chukwuemeka & Onuoha,2018:8).

According to (Jansen, 2005:89), it is possible to identify the dimensions of strategic ambidexterity since it is the very widely used in studies, especially in measuring the strategic ambidexterity represented in the two dimensions of exploration and exploitation, which have been chosen in this study as being highly suitable for its goals, in addition to being applicable across the Iraqi environment.

In this sense, (Andriopoulos & Lewis, 2009:697) stressed that the most commonly employed dimensions include the exploitation of opportunities, noting that exploiting opportunities requires efficacy and homogenous thinking which should be directed towards investing in the current capabilities and the continuous improvement of products promotions. Additionally, the purpose of exploitation is to directly respond to current environmental conditions by adapting to the currently available technology and continuing the works intended to meet the needs of existing customers (Lubatkin et al., 2006:648).

Exploring opportunities represents the process of change and the creative demolition in the management's working methods. That should be carried out in line with the technological and technical issues

that seek the generation of a new addition that should be based on the renewed knowledge of the customer. Thus, we see that exploration in organizations appears in the form of administrative, technical or additional innovations taking place within the organization. (Birkinshaw & Gupta, 2013, 289).

Finally, the dimension of structural differentiation represents, according to (Raisch et al., 2009:685), the separation of exploitative and exploratory activities into distinct organizational units. This separation enables ingenious organizations to preserve many of their expertise that have the ability to deal with conflicting needs, since it protects the ongoing operations within the exploitation units from meddling in the newly emerging expertise which undergo development in the exploratory units.

The Relationship between Strategic Knowledge and Strategic Ambidexterity

The culture of knowledge sharing encourages the exchange of information and creativity between employees and it also encourages Strategic Ambidexterity. This is true since this culture increases knowledge sharing among workers, which in turn is likely to enhance the exploitation of current capabilities and the exploration of new ones. Besides, this is a culture that thrives among workers and employees who

show mutual respect to openness and trust for each other, leading to increased levels of knowledge sharing among workers within the organization.

Also, it is possible for the knowledge sharing culture that the strategic leadership created to help organizations improve their ability to innovate, as this would positively influence ingenuity by encouraging exploratory and exploitative activities among the workers (Ajayi et al., 2017:666),

Organizations also benefit from the ability to simultaneously explore and exploit different sources of knowledge, thereby realizing the advantages of ingenuity associated with developing the optimal mixture of knowledge. Therefore, the idea of strategic ambidexterity is of particular importance in examining how organizations interact with their external environment.

In other words, the performance of organizations is closely linked to knowledge resource strategies and that through a combination of external and internal sources, and it is possible that the excessive focus on internal or external assets would lead to obsolescence and cost, in the time when the advantages of ingenuity are derived from the simultaneous exploration and exploitation of both external and internal literature of

knowledge sources (Crescenzi & Gagliardi,2018:78)

Although many studies have expressively investigated the concept of strategic ambidexterity and illustrated the involved integration, emergencies and the restrictions imposed on exploitation and exploration of activities, few studies have considered the strategic role of knowledge in achieving and acquiring strategic ambidexterity and in improving organizational performance. (Vrontis et al.,2017:375).

METHODOLOGY

Community and Sample of the Research

The research community was consisted of individuals employed for the mentioned ministry’s senior and middle managements, with the aim behind the questionnaire being to measure their perceptions of the

behavior of their managers and consequently the leadership patterns of them.

The questionnaire was distributed to a proportional class representing the research community of those working within the senior and middle managements. The study sample was chosen accordingly, including employees from the senior and middle managements of the Ministry of Construction and Housing. They were chosen to compose the study sample because they were better at presenting data or information relevant to the research when compared to those within the lower management. A (95) questionnaire copies were distributed to ensure the largest study sample possible, out of which (87) copies (91.6%) were retrieved, rejecting (7) copies as being incomplete. Thus, the final legible copies numbered (80) which makes (84.2%) of the overall copies distributed.

Table (1) shows the distribution of the study sample in regards to different variables

Table (1) distribution of the study sample					
Gender	Number	Percentage	Academic level	Number	Percentage
Male	57	71.3%	Bachelor degree	71	88.6%
Female	23	28.7%	High Diploma	1	1.3%
Total	80	100%	Master degree	5	6.3%
			Ph.D. degree	3	3.8%
			Total	80	100%
Age	Number	percentage	Years in service	Number	percentage
30 and younger	11	13.7%	5 years or less	5	6.3%
31- 40	24	30%	6-10 years	9	11.2%
41-50	28	35%	11-15 years	35	43.8%

50 and older	17	21.3%	More than 16 years	31	38.7%
Total	80	100%	total	80	100%

Search tool:

The questionnaire was consisted of two main parts: the first dealing with the dimensions of the strategic knowledge management, where (Eishush, 2016) scale was adopted for the purpose of phrasing it.

Strategic changes were measured according to the three dimensions of (the making of strategic meaning of knowledge, the sharing of strategic knowledge and the employment of strategic knowledge). those dimensions were distributed across (15) phrases. The second part dealt with strategic ambidexterity that was prepared depending on the (Jansen et al. 2009) scale in order to compose its phrases.

Strategic ambidexterity was also measured according to the three dimensions of (exploitation of opportunities, exploring opportunities and the differentiated structure) that were covered in (18) phrases distributed across those dimensions.

Validity and Reliability of the Research Tool:

In order to verify the validity of the tool used in the research, it was presented with its objectives along with the associated hypotheses before a number of the faculty

members specialized in Business Administration so that to ensure the relevance of each phrase to the dimension it belonged to. The procedure was also aimed at ensuring the clarity and the lingual formation perfection of the stuff presented, in addition to how suitable it was for achieving the initial goal behind phrasing it. All notes and remarks were taken into consideration and modifications were executed accordingly.

To verify the stability of the search tool, questionnaire copies were distributed to a sample outside the original study community. The outsider sample consisted of (25) individuals working for the Ministry of Communications. The internal consistency was calculated using the Cronbach's Alpha coefficient, where the overall stability being (0.921). all values confirmed that the research tool was stable and consistent, and therefore the results of the study could be circulated all across the research community.

RESULTS OF ANALYSIS

The Descriptive Analysis of the Research Data:

Dimensions of Strategic Knowledge Management

Table (2) clearly shows the high level of strategic knowledge management in the Ministry of Construction and Housing, with an arithmetic mean of (3.77) and a standard deviation of (0.594), indicating the interest of the ministry in assessing and enhancing the level of strategic knowledge.

The table also highlights the availability of all dimensions of the Strategic Knowledge Management within that ministry, with the dimension of

“employment of strategic knowledge” coming first in terms of having the most available dimension with an arithmetic mean of (3.84) and a standard deviation of (0.651), followed by the “sharing strategic knowledge” dimension which ranked second with an arithmetic mean of (3.82) and a standard deviation of (0.674). Finally, the “the making of strategic knowledge” came third with an arithmetic mean of (3.64) and a standard deviation of (0.688). we notice that arithmetic means for the strategic knowledge management dimensions were close in value to each other which is an indication that the mentioned ministry being interested in making all those dimensions available without preference of a dimension to others.

Table (2) Dimensions of Strategic Knowledge Management

Phrases	Arithmetic Mean	Standard Deviation	Order
Making of strategic knowledge meaning	3.64	0.688	3
Sharing of strategic knowledge	3.82	0.674	2
The employment of strategic knowledge	3.84	0.651	1
Overall arithmetic mean for the strategic knowledge management	3.77	0.594	

Dimensions of Strategic Ambidexterity

Table (3) shows that employees of the Ministry of Construction and Housing clearly and significantly practicing Strategic Ambidexterity, with an arithmetic mean of (3.92) and standard deviation of (0.437)

The dimension of “exploitation of opportunities”, which belonged to the Strategic

Ambidexterity, ranked the highest among the dimensions practiced, with an arithmetic mean of (4.07) and standard deviation of (0.499), to be followed by the "exploration of opportunities" dimension with an arithmetic mean of (3.92) and standard deviation of (0.614), and finally came the "differentiated structure" dimension with an

arithmetic mean of (3.71) and a standard deviation of (0.538).

Phrases	Arithmetic Mean	Standard Deviation	Order
Exploitation of Opportunities	4.07	0.499	1
Exploration of Opportunities	3.92	0.614	2
Differentiation Structure	3.71	0.538	3
Overall Arithmetic Mean for the Strategic Ambidexterity	3.92	0.437	

Results of Coefficient of Correlation

Table (4) shows the values of the coefficients of correlation between the Strategic Knowledge Management and the Strategic Ambidexterity

Relationship	Value of Coefficient of Correlation	Sig	Degree of Correlation
The relationship between the making of strategic knowledge meaning and the strategic ambidexterity	0.785**	0.000	High Significance
The relationship between sharing the strategic knowledge and the strategic ambidexterity	0.784**	0.000	High Significance
The relationship between the employment of strategic knowledge and the strategic ambidexterity	0.560**	0.000	Average Significance
The relationship between the strategic knowledge management and strategic ambidexterity	0.804**	0.000	High Significance

Table 4 shows the existence of a positive correlation between the independent variable and the dependent one, since the results revealed a positive correlation of significance between strategic knowledge management and strategic ambidexterity among the employees of the Ministry of Construction and Housing, with a correlation coefficient of (0.804).

Concerning the relationship between the dimensions of strategic knowledge management and Strategic Ambidexterity,

the results shown by the referred-to table also emphasized a positive correlation of significance between the three dimensions of strategic knowledge and Strategic Ambidexterity, with the relationship between the making of strategic meaning and strategic ambidexterity being the strongest one, with a value of the correlation of (0.785) which is a strong correlation. Likewise, the relationship between “sharing of strategic knowledge” and “Strategic Ambidexterity” turned out to be a strong one with a correlation

coefficient of (0.784) and finally the relationship between the employment of strategic knowledge and strategic ambidexterity followed suit as it showed a correlation coefficient of (0.560), a strong one too.

Testing Hypotheses of the Research

The Main Hypothesis

“The main hypothesis: "The strategic knowledge management has an influence of significance on strategic ambidexterity within the Ministry of Construction and Housing, at a level of significance of ($\alpha > 0.05$)”

The results shown in table (5) indicate, according to the opinions of the study sample, that the strategic knowledge management has an influence of

significance on the strategic ambidexterity within the Ministry of Construction and Housing, with a Pearson correlation coefficient R of (0.804) at a level of ($\alpha > 0.05$) and with a coefficient of determination (R^2) of (0.646) within the mentioned ministry, which means that the independent variable (strategic knowledge management) explains (64.6%) of the changes occurring to the dependent variable (the Strategic Ambidexterity).

In the same context, the results of analysis showed that the adjusted coefficient of determination (adjusted R^2) was (0.642), which reflects the pure level of interest (that the ministry was showing) in strategic knowledge management after eliminating the standard errors resulted from applying the Strategic Ambidexterity.

Table (5) Results of Analyzing the Variance and that of the Multiple Regression for the Influence of the Strategic Knowledge Management on the Strategic Ambidexterity

dependent variable	Model Summary			ANOVA			Coefficients				
	Correlation R	Coefficient of Determination (R^2)	Adjusted Coefficient of Determination (Adjusted R^2)	Calculated F	Degrees of Freedom DF	Level of Significance Sig*	Size of Effect β for SKM	Calculated T	Level of Significance Sig*		
Strategic Ambidexterity	0.804	0.646	0.642	144.235	Regression	1	0.000	Strategic knowledge management	0.804	12.010	0.000
					The remaining	79					
					Total	80					

* The influence is statistically significant at the level of $\square\square\square\square$ **0.05**

The results of the regression coefficients analysis also showed that the value of the effect size (β) for the strategic knowledge management was (0.804), meaning that a one-unit change in strategic knowledge management leads to a change in Strategic Ambidexterity by (0.804) in the aforementioned Ministry, an influence that was confirmed by the value of the coefficient of variation (F) (144.235), which is a function at a level of significance of (0.000). the level of significance was also estimated at (0.000) which is smaller than (0.05) and therefore a relationship of significance exists between the strategic knowledge management and strategic ambidexterity in the ministry.

Accordingly, the main hypothesis of the research is accepted since the level of significance did not exceed (0.05), which is the level of significance adopted in this study, which states that "The strategic knowledge management has an influence of significance on strategic ambidexterity of the Ministry of Reconstruction and Housing at a level of significance of ($> 0.05 \alpha$)."

Moreover, the results of the strategic ambidexterity simple regression analysis on strategic knowledge management within the said ministry show a variation in relative importance in terms of the degree to which strategic knowledge management has an impact on Strategic Ambidexterity.

The First Sub-hypothesis:

"The making of strategic meaning has an influence of significance on strategic ambidexterity within the Ministry of Construction and Housing at a level of significance of ($\alpha > 0.05$)"

Results shown in table (6) which were based on the opinions of the study sample, indicate that "The making of strategic meaning has an influence of significance on strategic ambidexterity within the Ministry of Construction and Housing at a level of significance of ($\alpha > 0.05$)", since the correlation coefficient (R) came at (0.785) at a level of significance of ($\alpha > 0.05$).

As to the coefficient of determination (R^2), it came at (0.616) which means that the independent variable (the making of the strategic meaning) explains (61.6%) of the changes occurring to the dependent variable (the Strategic Ambidexterity). Likewise, the results of the analysis showed that adjusted coefficient of determination (adjusted R^2) at (0.305), which indicates the pure interest in the making of strategic meaning after excluding the standard errors resulted from achieving the Strategic Ambidexterity.

Table (6) Results of Analyzing the Variance and that of the Multiple Regression for the Influence of the Making of Strategic knowledge meaning on the Strategic Ambidexterity

dependent variable	Model Summary			ANOVA			Coefficients				
	Correlation R	Coefficient Determination (R ²) of	Adjusted Coefficient of Determination (Adjusted R ²)	Calculated F	Degrees of Freedom DF	Level of Significance Sig**	Size of Effect β for SKM	Calculated T	Level of Significance Sig**		
Strategic ambidexterity	0.785	0.616	0.611	126.634	Regression	1	0.000	The Making of Strategic Meaning	0.785	11.253	0.000
					The remaining	79					
					Total	80					

* The influence is statistically significant at the level of $\alpha < 0.05$

The results of the analysis of coefficients of regression also showed that the value of size effect (β) was (0.785) for the making of strategic meaning, indicating that the change in one unit in the making of strategic meaning would lead to a change in Strategic Ambidexterity by (0.785) in the mentioned ministry, with the value of the coefficient of variation (F) confirming that variance at (126.634), which is a function at a level of significance of (0.000), which in turn is smaller than (0.05). Accordingly, a relationship of significance exists between the making of strategic meaning and the strategic ambidexterity within the said ministry.

Accordingly, the first sub-hypothesis of the research is accepted since the level of significance did not exceed (0.05), which is the level of significance adopted in this study that states that "the making of strategic

meaning has an influence on strategic ambidexterity within the Ministry of Construction and Housing at a level of significance of ($> 0.05 \alpha$)." Also, the results of the strategic ambidexterity simple regression analysis on the making of strategic meaning within the ministry show a variation in relative importance in terms of the extent to the making of strategic meaning has an influence on Strategic Ambidexterity.

Accordingly, the making of strategic meaning represents what the strategic knowledge has to do with the organization and the ability to formulate the joint understanding or comprehension, in addition to the ability to correct mistakes.

The Second sub-hypothesis

"Sharing of strategic knowledge has an influence of significance on strategic ambidexterity within the Ministry of

Construction and Housing, at a level of significance of ($\alpha > 0.05$)

The results shown in table (7), which was based on the opinion of the study sample, indicate that the sharing of strategic knowledge has an influence of significance on the strategic ambidexterity within the Ministry of Construction and Housing, since the correlation coefficient (R) came at (0.784) at a level of significance of ($\alpha > 0.05$). furthermore, the coefficient of determination (R^2) within the aforementioned

ministry came at (0.615), indicating that the independent variable (sharing the strategic knowledge) explains (61.5%) of the changes occurring to the dependent variable (the Strategic Ambidexterity).

The adjusted coefficient of determination (adjusted R^2), on the other hand, came at (0.610) which indicates the pure interest the ministry was showing in the “sharing of strategic knowledge” after excluding the standard errors resulted from implementing the Strategic Ambidexterity.

Table (7) Results of Analyzing the Variance and that of the Multiple Regression for the Influence of the Sharing of Strategic knowledge on the Strategic Ambidexterity

dependent variable	Model Summary			ANOVA			Coefficients				
	Correlation R	Coefficient of Determination (R^2)	Adjusted Coefficient of Determination (Adjusted R^2)	Calculated F	Degrees of Freedom DF	Level of Significance Sig*	Size of Effect β for SKM	Calculated T	Level of Significance Sig*		
Strategic ambidexterity	0.784	0.615	0.610	125.978	Regression	1	0.000	The sharing of Strategic knowledge	0.784	11.224	0.000
					The remaining	79					
					Total	80					

* The influence is statistically significant at the level of $\square\square\square\square$ (0.05)

Additionally, the results analyzing the coefficients of regression showed that the value of size effect (β) was (0.784) for the “sharing of strategic knowledge”, which indicates that a change in one unit in “sharing of strategic knowledge” in the mentioned ministry would lead to a change in Strategic Ambidexterity by (0.784), with

the value of the coefficient of variation (F) confirming that variance at (125.978), which is a function at a level of significance of (0.000), which is in turn smaller than (0.05). This proves the existence of a relationship of significance between sharing the strategic knowledge and the strategic ambidexterity within that ministry.

Accordingly, the second sub-hypothesis of the research is accepted since the level of significance did not exceed (0.05), which is the level of significance adopted in this study, and which states that "sharing of strategic knowledge has an influence on strategic ambidexterity within the Ministry of Construction and Housing at a level of significance of ($> 0.05 \alpha$)."

Also, the results of the strategic ambidexterity simple regression analysis on sharing the strategic knowledge show a variation in relative importance in terms of the degree of influence the "sharing strategic knowledge" has on Strategic Ambidexterity.

Thus, sharing the strategic knowledge help achieve open communications within the organizational levels, noting that there are many ways to do at proper time and level.

The Third Sub-hypothesis

"The employment of the strategic knowledge has an influence of significance on strategic ambidexterity within the

Ministry of Construction and Housing and that at a level of significance of ($\alpha > 0.05$)"

The results shown in table (8), which was based on the opinion of the study sample, indicate that the implementation of strategic knowledge has an influence of significance on the strategic ambidexterity within the Ministry of Construction and Housing, since the correlation coefficient (R) came at (0.738) at a level of significance of ($\alpha > 0.05$). furthermore, the coefficient of determination (R^2) within the mentioned ministry came at (0.545), indicating that the independent variable (employing strategic knowledge) explains (54.5%) of the changes occurring to the dependent variable (the Strategic Ambidexterity).

The adjusted coefficient of determination (adjusted R^2), on the other hand, came at (0.305), which indicates the pure interest the ministry was showing in the "employing strategic knowledge" after excluding the standard errors resulted from implementing the Strategic Ambidexterity.

Table (8) Results of Analyzing the Variance and that of the Multiple Regression for the Influence of the Employment of Strategic knowledge on the Strategic Ambidexterity

dependent	Model Summary	ANOVA	Coefficients
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variable	Correlation R	Coefficient of Determination (R ²) of	Adjusted Coefficient of Determination (Adjusted R ²)	Calculated F	Degrees of Freedom DF	Level of Significance Sig:*	Size of Effect β for SKM	Calculated T	Level of Significance Sig:*	
Strategic ambidexterity	0.560	0.314	0.305	36.077	Regression	1	The Employment of Strategic knowledge	0.560	6.006	0.000
					The remaining	79				
					Total	80				

* The influence is statistically significant at the level of $\alpha > 0.05$

Additionally, the results of the analyzing the coefficients of regression showed that the value of size effect (β) was (0.560) for the “employment of strategic knowledge” indicating that the change in implementation of strategic knowledge by one unit would lead to a change in strategic ambidexterity of (0.560) within the aforementioned ministry, with the value of the coefficient of variation (F) confirming that variance at (36.077), which is a function at a level of significance of (0.000), which in turn is smaller than (0.05). This means the existence of a relationship of significance between employing the strategic knowledge and the strategic ambidexterity in that ministry.

Thus, the first sub-hypothesis identified by the research is accepted since the level of significance did not exceed (0.05), which is the level of significance adopted in this study, and which states that "the employment of the strategic knowledge has an influence of significance on strategic

ambidexterity within the Ministry of Construction and Housing and that at a level of significance of ($\alpha > 0.05$)”

Also, the results of the strategic ambidexterity simple regression analysis on the employment of strategic knowledge within the ministry show a variation in relative importance in terms of the extent of influence the implementation of strategic knowledge has on Strategic Ambidexterity.

accordingly, the employment of strategic knowledge, would represent creative research across all levels of the organization and would lead to expanding the researches focusing on current strategies, which in turn would lead to new strategic initiatives capable of generating new knowledge through collaborating with partners in industry.

CONCLUSIONS AND RECOMMENDATIONS

Conclusions.

After testing the hypotheses, we came at the following conclusions:

Discussing the results obtained by the study:

1. It was found by the research that the level of strategic knowledge management through its dimensions within the Ministry of Construction and Housing was high according to the opinion of the study sample, which in turn indicates the interest in employing the dimensions of strategic knowledge management, since organizations that exercise and employ the strategic knowledge management become more active and more capable of achieving their objectives. Actually, the employment of strategic knowledge was ranked first with high marks, following by “sharing the strategic knowledge” which ranked second and with also high marks. The third and last position was occupied by the “making of strategic meaning”, with achieving high marks nonetheless. Thus, the current study showed to be in line with the study conducted by (Mohammed and Obaid, 2020), as the arithmetic means for the dimensions of strategic knowledge management for the industrial research and development board came high.

2. The research showed the strategic ambidexterity along its dimensions within the Ministry of Construction and Housing coming highly from the point of view of the study sample. The high level of the employees’ estimations could be explained in the light of “exploitation of opportunities” that came first with a high mark, followed by “exploring the opportunities” which ranked second and thirdly the “distinctive structure” that also achieved high marks. The study appeared to be in line with that conducted by (Ahmed, 2021), since the arithmetic means for the strategic ambidexterity dimensions within Iraqi private banks were high.

3. The research showed a statistically significant impact for the strategic knowledge management on the strategic ambidexterity within the researched Ministry of Construction and Housing, which indicates the existence of a positive relationship between the strategic knowledge management and the strategic ambidexterity in the ministry. This is a result that reflects the ministry’s ability to develop working plans of a specific nature so as to execute its missions and tasks and to ensure the understanding of the importance of knowledge, in addition to emphasizing the need to find channels for discussions that allow for the flow of ideas and information, developing trust among workers and employees of its departments.

4. The research showed a statistically significant impact of the “making of strategic meaning” on “Strategic Ambidexterity” in the Ministry of Construction and Housing. Therefore, the making of strategic meaning would represent the mechanism that explains the strategic knowledge within the researched ministry as well as the ability to create the joint understanding and the ability to correct mistakes.

5. The research showed a statistically significant influence of the “sharing strategic knowledge” on “Strategic Ambidexterity” within the Ministry of Construction and Housing, indicating the existence of a positive relationship between “sharing strategic knowledge” and “Strategic Ambidexterity”. Accordingly, sharing the strategic knowledge represents open communications within the organizational levels which means the availability of multiple ways of transforming the strategic expertise into strategic knowledge at the right level and in proper time.

6. The research showed a statistically significant influence of the “employment of strategic knowledge” on the “Strategic Ambidexterity” within the Ministry of Construction and Housing, thus indicating a positive relationship between the “employment of strategic knowledge” and “Strategic Ambidexterity”. Accordingly,

the implementation of strategic knowledge would enable creative research at all levels of the organization, which in turn mean the expansion of the research horizon beyond current levels towards the launch of new strategic initiatives and hence the ability to create new knowledge through cooperating the partners in industry.

Recommendations

After intensely and clearly reviewing and analyzing the results obtained, we recommend the following:

1. Establishing an independent department within the Ministry of Construction and Housing to deal with cognitive issues under the name of (the knowledge management) department, division or unit that shows up in the organizational structure. Its tasks would be finding, generating, using, and organizing knowledge, with the ability to publish that knowledge and employ it in different administrative activities, in addition to making decisions and solving problems.

2. The work to enhance the accessibility of knowledge to individuals and administrative units, by giving employees high degrees of absolute freedom to employ personal knowledge for their benefit, and then apply it for its importance (for the importance of the knowledge possessed by

those employees and workers). That would be a reflection of the senior management belief in the ability to find a meaning of that knowledge (i.e. to make full use of it), with the necessity to attract managers who would be held accountable for the good application of that knowledge.

3. Strategic knowledge management came into existence as part of the ongoing developments of the strategic management.

It was a result of the continuous interest in knowledge as a unique and strategic resource, since the strategic knowledge management include a futuristic look into the essential expertise and capabilities in the light of an ongoing complexity, this is why it is considered the basis to achieving adaptation and flexibility.

4. Continually strengthening the ministry's role through the building of organizations that focus on Strategic Ambidexterity, since strategic knowledge management contributes to recognizing competitive reality and anticipate future behaviors.

5. The necessity that the ministry should be distinctive in responding to threats imposed by the volatile environment, making it the responsibility of managers to explain environmental tendencies, thus, facing up with different challenges.

6. Submitting proposals that emphasize the need for scientific research on the current

subject of research to include other organizations and samples to disseminate their findings and make recommendations accordingly.

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