

The Interactive Role of the Knowledge Management Processes through the Relationship between Strategic Orientation and Employees empowerment: Analytical Study in Asiacell Company in Al-Diwaniyah Province-Iraq

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This paper aims to explore the interactive role of the knowledge management operations through the relationship between the Strategic Orientations and employees empowerment, the study relied on questionnaire as a main tool for collecting of the necessary and required data to achieve its objective. Whereas (40) forms are distributed to identify the level of availability of the knowledge management processes, and the strategic Orientation and employees empowerment on a sample of employees from Asiacell company branch of Diwaniyah-Iraq, the valid questionnaires for analysis are (34) in addition to the use of the group of statistic styles like Average, Standard Deviation, Ratio significance, and the simple link coefficient Person, and the results of study have shown that there is a positive link relationship with a statistical significance between the operations of the knowledge management and the strategic tendency, and employees empowerment in the studied sample, the results also have shown that there is a direct impact relationship between the operations of knowledge management, and the strategic tendency, and employees empowerment of the studied sample, besides there is an interactive impact between the operations of the knowledge management and the strategic tendencies in employees



empowerment. And the study has come out with several recommendations among the important of them is that there is an obvious affirmation from the studied sample on affording opportunities to develop the skills of the individuals through affording the educational, training and development programs for them.

Key words: *Operations of Knowledge Management, the Strategic Orientation, Employees empowerment*

Introduction:

Due to the development, complication and the rapid changes in the works environment and exceeding the local boundaries to the international level in a way that shows the increasing of overlapping of the international economic relationship and the different nature performance of the jobs and the required tasks as well as the variety of the skills and expertise that are required for performing the works, which led to the necessity of directing the strategy of the company to manage the knowledge operations to enable the employees of them and develop their skills. Hence, the operations of managing the knowledge is one of the important tasks in creating the value and preserving it in the business organizations for the improvement of the strategic orientation of the company, in addition to that the operations of knowledge management is one of the important aspects that treats the problems and the cases that the employees face while performing their duties, thus, the current study casts the light on the methods and approaches that must be followed in order to strategically direct the company to enable their employees in it.

The Problem Statement:

The rapid environmental developments and huge leaps in the world of business have contributed to enable the organizations of business to support and sustain the environmental sides of the companies through the strategic orientation by the use of the operation of knowledge management that is the foundation of any company that aims to enable the workers, which enforces us to use a certain type of strategic tendency that is one of the bases that the company relies on to sustain the variety of the groups and enabling working individuals in the workplace through the operations of knowledge management, and from this the question is raised (What is the optimal method of strategic orientation through it and with the interaction of the processes of knowledge management to enable the employees?) Consequently the problem stamen can be shown in the following points:

- 1- What is the level of consuming the studied sample for the processes of knowledge management?
- 2- What is the strategic orientation of the studied sample?

- 3- How to enable the employees in the studied sample?
- 4- What are the nature and the type of the relationships between the knowledge management and the strategic orientation?

Significance of the Study:

- 1- This study contribute to shed light on the substance, concept, components, and the dimensions of the operations of knowledge management.
- 2- It contributes to impart a psychological and strategic impression for the contemporary studies through adapting the concept of the strategic tendency in the light of the processes of knowledge management in order to enable and develop he workers.
- 3- Recognizing the interactive role of the processes of the knowledge management through a relationship between the strategic orientation and enabling the workers.

Objective of the study:

- 1- Identifying the level of having the strategic orientation in the studied sample,, and the processes of knowledge management in order to contribute to the enabling of the workers.
- 2- Recognizing the impact and linkage between the variables of the study, and the processes of knowledge management, and employees empowerment.
- 3- Identifying the suitable methods to invest the knowledge that the studied sample have.

The Hypothetical Outline of the study:

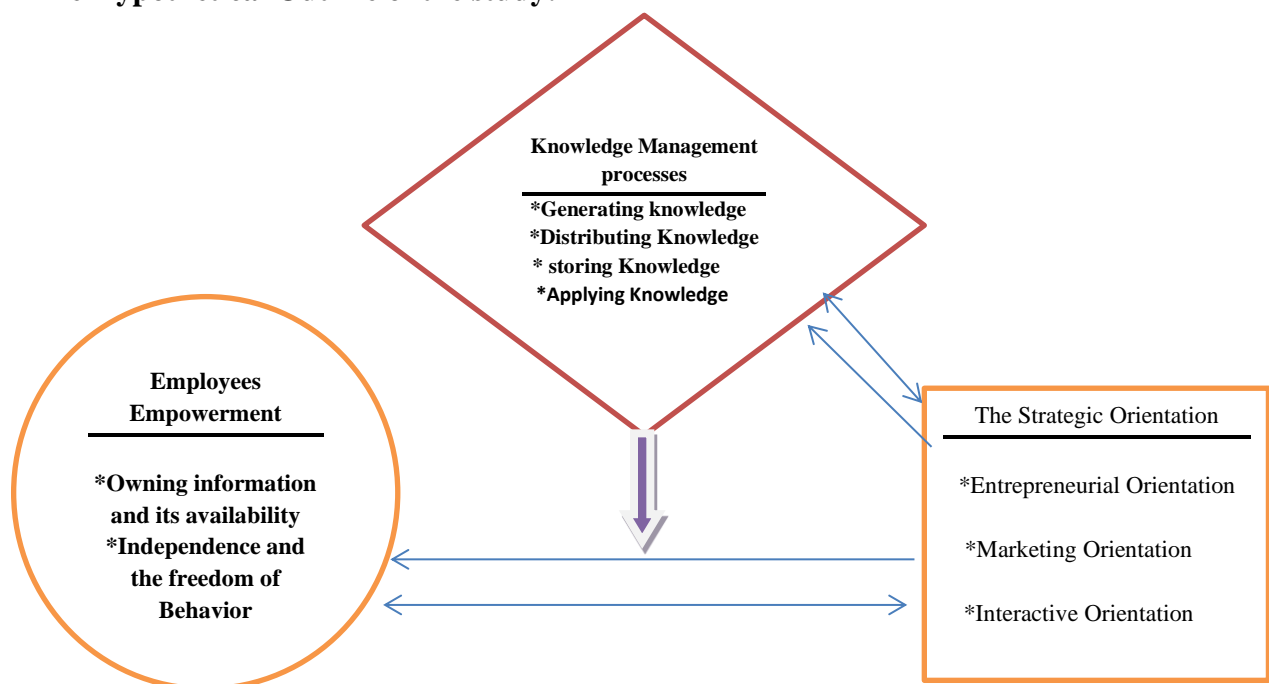


Figure (1) The Hypothetical Outline of the study

Hypotheses of the Study:

According to the problem statement of this study the following hypotheses have been formulated:

❖ Correlation Hypotheses

- There is a correlation relationship with a statistical significance between the strategic orientation and its dimensions (the entrepreneurial orientation, the marketing orientation, and the interactive orientation) and the processes of the knowledge management and its dimensions (generating the knowledge, distributing knowledge, storing knowledge and application of knowledge).
- There is a correlation relationship with a statistical significance between the strategic orientation and its dimensions (the entrepreneurial orientation, the marketing orientation, and the interactive orientation) and employees empowerment and its dimensions (owning and the availability of the information, the independence and the freedom of behavior)
- There is a correlation relationship with a statistical significance between the processes of the knowledge management and its dimensions (the entrepreneurial orientation, the marketing orientation, and the interactive orientation) and employees empowerment and its dimensions (owning and the availability of the information, the independence and the freedom of behavior)

❖ The Impact Hypotheses:

- There is a direct impact with a statistical significant for the strategic orientation and its dimensions (the entrepreneurial orientation, the marketing orientation, and the interactive orientation) in employees empowerment and its dimensions (owning and the availability of the information, the independence and the freedom of behavior)
- There is a direct impact with a statistical significant for the strategic orientation and its dimensions (the entrepreneurial orientation, the marketing orientation, and the interactive orientation) and the processes of the knowledge management and its dimensions (generating the knowledge, distributing knowledge, storing knowledge and application of knowledge).
- There is a direct impact with a statistical significant for the processes of knowledge management to enable the employees and its dimensions (Owning the information and its availability, and the independence and the freedom of behavior)
- There is an interactive impact with a significant statistical for the processes of the knowledge management with the strategic orientation in employees empowerment and its dimensions (Owning the information and its availability, and the independence and the freedom of behavior)

The Sample and the Society of the Study:

The society of the study is formed of the employees of the Asiaccell company the branch of Al-Diwaniyah Province-Iraq and their number is (63), as for the sample of the study which has included the managers of the departments, units, sections that are (40) employees, whereas the questionnaires are distributed on them, and the number of the valid questionnaires for analysis are (34).

The researchers have depended on the style of the questionnaire as a tool to collect data, according to the Likert pentagon scale measures and the table (1) refers to the axes that the variables of the study has tackled.

Table (1) the axes of the questionnaires and characterization of the Dimensions of the variables of the Study

The Axes	Variables	Dimensions	Items	Characterizations	Source
The first Axis	The Strategic Orientation (SO)	The entrepreneurial Orientation	6	EO	(Nasir,2013)
		The Marketing Orientation	10	MO	
		The Interactive Orientation	13	IO	
Total			29		
The Second Axis	Employees Empowerment (EE)	Owning information and its availability	6	OI	(Ali&Ahmed,2013)
		Independence and freedom of behavior	6	IF	
Total			12		
The Third Axis	Knowledge Management processes (KMP)	Knowledge Generating	5	KG	(Taih & Alnajar,2017) (Mertins et al.,2001)
		Knowledge Storing	5	KS	
		Knowledge Distributing	5	KD	
		Knowledge Application	5	KA	
Total			20		
Grand Total			61		

The Concept of the processes of Knowledge Management

In the recent time the knowledge management has received a great deal of care in the academic sciences as well as the writings that are directed towards the practitioners, in the professional services companies, as well as in the business organizations for all the industrial sectors. And due to the huge demand on the theories and the concepts to support the organized intervention in the approach of the treatment of the company with the knowledge (Maier,2007:21) And the knowledge is a set of policies and strategies and techniques (Nevo & Chan, 2007:584) that are important to develop the acquired theoretical experience (Sheikhy et al.,2015:178) and based on the organizational intelligence (Leask et al.,2008:2) and the preserving of the current knowledge and creating new knowledge (Hadija et

al.,2015:99) and developing the organizational performance (Al-Hayaly&Alnajjar,2016:73) Consequently there is a difference in the number of the processes some has envisioned them in three or four or even six, the consulting companies used to stand on the knowledge work foundation(the work that stands on acquiring, coding and treating, dividing and forming knowledge) and some used to work in manufacturing the high specialty products and intensive knowledge as in the case of making airplanes and the phones etc. (Taih and Alnajjar,2017:7) whereas the processes of knowledge management refer to the coordination of the organizer of the knowledge management on an effective way like creating knowledge and exchanging, storing it and applying it (Santoro etal.,2018:2). (Mertins etal.,2001:28) has focused on four processes that are essential for knowledge management as follow (generating, storing, distributing and application) and as follows:

- Knowledge Generating: it is a process that refers to the generation of the biggest amount of ideas , and through it the teams of work and groups of supporting the business can participate to generate the biggest amount of knowledge capital (Taih and Alnajjar,2017:8)
- Knowledge Storing: is the process of allowing the knowledge for others inside the company (Martel-Landruge & Cepeda-Carrion,2016:2)
- Knowledge Application: it is the process that through it the use of the knowledge inside the company is done to make the decisions and perform tasks (Becerra-Fernandez& Sabherwal.,2014:62)

The Concept of the Strategic Orientation

The strategic orientation is one of the important and growing subjects among the business organizations and the subject of the strategic orientation to the performance of the businesses (Nasir, 2013 : 7) and (Grawe et al.,2009:283) sees the strategic orientation refers to the strategic directions that the company implement to create the appropriate styles for a continuous and exceeding performance of the commercial businesses. And (Liu etal.,2011:383) shows that the strategic orientation represents the stable roots of the company that represents the organizational values that are directed towards the process of making the organizational strategy. And (Avci et al.,2011:149) have handled the strategic orientation that refers to the way that thorough which the company adapt with the external environment whether the industrial or the competitive. (Ferraresi et al.,2012:691) refers to that the strategic orientation reflects a specific entrance for fixed tools to create the appropriate styles of the exceeding and continuous performance. And (Rusaert et al., 2014:68) sees the strategic orientation as one of the significant methods that work on integrating, diagnosing and evaluating for the company through the strategic decisions and the planning of the works. (Hsu et al.,2014:44) shows that the strategic orientation refers to the strategies that the

company through it can allot the required resources and styles for the exceeding performance.(Sarker & Palit,2015:575) assures that the strategic orientation reflects the general strategy of the company. (Grimmer et al.,2017:5) added that the strategic orientation represents the foundational bases that the company use in order to succeed in its organizational processes.

The Dimension of the Strategic Orientation

(Nasir,2013) have referred to three main dimensions that through them the strategic orientation can be measured and they are as follows:

- **The Entrepreneurial Orientation:** that refers to an integrated construction that consists of three pillars foundation are (Innovation, Risk, and Proactive whereas these main pillars include a strategic orientation that is essential disharmonized, as the innovation is about finding extraordinary and innovated solutions or for the problems and requirements. Whereas the risk refers to the will of the administration to allot big resources for the opportunities in facing the disturbed environment. As for the proactive is represented by the tendency of the company ,with a force with a proactive form to compete with its competitors (Löfsten & Lindelöf, 2005:726)
- **The Marketing Orientation:** the culture that produced the more effective and capable behaviours that are necessary for creating an exceeding value for the buyers and consequently, the continuous and exceeding performance for the businessmen (Sarker & Palit, 2015:576)
- **The Interactive Orientation:** there is a constant focus on the customers in the marketing and business entrepreneurship, the thing that make the organizations direct their requirements towards the supplying the services that basically aim to achieve the satisfaction of the customers, and that is done through the interaction with them and improving the orientation of the service that is introduced to them which leads to a distinctive performance for the organizations. Whereas the concept of the customer matches the achieving of the value that is exceeding for the customers starting from the individual customers. And consequently the interactive orientation relies on the belief that the unit of analyzing every business of marketing and the reaction of the commercial customer (Nasir,2013:11)

The Concept of Employees empowerment

The enabling of the employees is defined as the process through which the authorized leader shares the authority with the others or enable them to act according to their authorities (El Salam et al.,2008:1174). (GanjiNia etal.,2013:38) sees that the enabling of the employees

represents one of the styles that are effective to increase the productivity of the employees and the optimal use for their abilities the individual or the common in order to achieve the organizational objectives. In another word the enabling is a process through which the development and expansion of the influence is done, and will help the individuals and teams to improve the continuous performance. Meanwhile (Pelit et al.,2011:785) refers that the enabling of the employees is the inner motives that can be interpret through the four impressive dimensions, the sensitivity, Proficiency, selection and the impact. (Ramshe & Kumar,2014:1242) the enabling of the employees represents the process of allowing the employees to participate and control on their works, and the ability to openly take part in suggestions and the ideas about their work and the company as a whole. As the capable employees are committed and faithful and clear, and they are eager to exchange the ideas and may become as the tough ambassadors of their organizations.

The Dimensions of Employees empowerment

- **Possession and availability of information:** This dimension refers that when the employees get the information from the important means of enabling (Abd and others, 2012:11) & (Ali & Ahmed,2013:5) has referred to that the information is the main factor in the strategy of enabling and specially its availability on the lower levels through the use of reports or the team works in its effort the company to make the employees more understanding to the style of making decision, and why it takes such decision and why is committed to implement it, and the success of the enabling requires from the company to provide more information for the individuals and for different levels of management in order to achieve the full readiness to hold the responsibilities and launch the creative energies.
- **Independence and Freedom of Behaviour:** The independence includes granting the individuals the freedom of behavior in the activities that are specialized for the duties that they practice, and this means that the independence itself is a freedom of behavior in form of granting the employees big authority in multiple spheres and reframing the work and its distribution and introduction the self-working teams that is the workers on the basis of independence would later decide the details of the production processes, the criteria of the work, dividing the tasks, doing the continuous improvement, and the control on the time of the work (Ali & Ahmed,2013:5-6)

Discussing the Results of the Statistical Analysis and Testing the Hypotheses

(I) Analyzing the Natural Distribution

The Extracting of the results and accepting them in the reality of the work, is basically associated with the natural distribution and consequently the tests that are most common in

testing the distribution of the nature of data is the tests of (Kolmogorov-Smirnov) and (Shapiro-Wilk), and as explained in the table (2) that illustrates the natural distribution of the dimensions and the variables that are included in the analysis.

Table (2) Examination of the natural Distribution of the data that is included in the analysis of the dimensions and the variables of the study

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
EO	.194	34	P>0.05	.936	34	P>0.05
MO	.108	34	P>0.05	.950	34	P>0.05
IO	.125	34	P>0.05	.933	34	P>0.05
SO	.127	34	P>0.05	.954	34	P>0.05
OI	.194	34	P>0.05	.936	34	P>0.05
IF	.149	34	P>0.05	.940	34	P>0.05
EE	.174	34	P>0.05	.930	34	P>0.05
KG	.106	34	P>0.05	.955	34	P>0.05
KS	.275	34	P>0.05	.839	34	P>0.05
KD	.278	34	P>0.05	.871	34	P>0.05
KA	.215	34	P>0.05	.929	34	P>0.05
KMP	.208	34	P>0.05	.890	34	P>0.05

The results in the table (2) show that the psychological value for the examination of the natural distribution is higher than (0.05) that means the data follows the natural distribution, that is the results of the study are accepted.

(II) Measuring the stability of the Research Tool

In order to measure the stability of the research tool, and the amount of the internal consistency of it the calculated data has undergone a test known as (Cronbach's Alpha Coefficient) that is supposed to have an extracted value more than (%60) which is accepted in the managerial researches. As explained in the table (3).

Table (3) Cronbach's Alpha Coefficient for the variables that are included in the research

The Variables	Cronbach's Alpha Coefficient for the variable as a whole	Credibility Coefficient for the Variable as a whole	Dimensions	Items	Cronbach's Alpha Coefficient for each Dimension	Credibility Coefficient for each dimension	Cronbach's Alpha Coefficient for the study as a whole	Credibility Coefficient for the study as a whole
The Strategic Orientation	0.933	0.870	The Entrepreneurial Orientation	6	0.937	0.878	0.942	0.887
			The Marketing Orientation	10	0.933	0.870		
			The Interactive Orientation	13	0.939	0.878		
Employees Empowerment	0.931	0.867	Possession of Information and its availability	6	0.942	0.887	0.942	0.887
			Independence and the freedom of behavior	6	0.940	0.884		
processes of Knowledge Management	0.936	0.876	Knowledge Generating	5	0.942	0.887	0.942	0.887
			Knowledge Storing	5	0.937	0.884		
			Knowledge Distribution	5	0.940	0.884		
			Knowledge Application	5	0.939	0.882		

We notice from the results of the table (3) that the coefficients of Alfa Cronbach and the coefficients of the internal credibility of the variables that are included in the analysis are higher than (0.60) Hence, it can be said that the data included in analysis is credible and the relative stability.

(III) Displaying the Results related to the variables of the Study

This item includes identifying the Arithmetic averages and the standard deviations for each item of the items of each dimension of the dimensions that are relied on within the variables of the study.

1- The Variable of the Strategic Orientation

The results of the table (40) show that the general Arithmetic average for the variable of the strategic orientation has reached (3.83) with a standard deviation of (0.736) and perhaps the dimension that contributed to that is the dimension of the interactive orientation with a average equal to (0.622), meanwhile the dimension of the entrepreneurial orientation has come in the final stage with an arithmetic average somehow lower around (3.68) with a standard deviation of (0.939). From the above mentioned it can be said that Asia cell owns a certain kind of strategic orientation in its potentials of the interactive orientation, yet the company has to indulge in developing its potential in the entrepreneurial and marketing orientation.

Table (4) the characterization Statistics of the items of the Dimensions of the variable of the strategic orientation N=34

Sequence	Arithmetic average	Standard Deviation	Importance order	Sequence	Arithmetic Average	Standard Deviation	Importance order
EO1	3.76	0.955	4	IO1	3.82	0.673	10
EO2	3.59	0.925	5	IO2	4.24	0.654	3
EO3	3.88	1.008	1	IO3	3.59	0.925	13
EO4	3.21	1.25	6	IO4	4.29	0.579	1
EO5	3.85	0.989	2	IO5	4.06	0.649	6
EO6	3.76	0.89	3	IO6	3.88	0.977	8
EO	3.68	0.939	3rd	IO7	4.12	0.769	5
MO1	3.47	1.212	10	IO8	4.24	0.741	4
MO2	3.76	1.075	8	IO9	4.29	0.676	2
MO3	3.82	1.114	7	IO10	3.85	1.048	9
MO4	4.06	0.886	2	IO11	3.82	0.869	11
MO5	4	1.101	3	IO12	3.97	0.627	7
MO6	3.88	0.88	4	IO13	3.74	0.864	12
MO7	4.06	0.736	1	IO	3.99	0.622	1st
MO8	3.85	0.821	5	SO	3.83	0.736	****
MO9	3.59	1.158	9				
MO10	3.82	0.936	6				
MO	3.83	0.822	2nd				

2- The Variable of Employees Empowerment

The results of table (5) shows that the arithmetic Average of the variable of employees empowerment is around (3.5) with a standard deviation reaches (0.785), the dimension that may have contributed to that is the one that denotes having the information and its

availability with an arithmetic average (3.68) and a standard deviation equal to (0.939), meanwhile the dimension of the independence and the freedom of behavior is in the final order with an Arithmetic average of (3.32) and a standard deviation of (0.94). And based on that it can be said that the Asiaccell Company owns a huge amount of information about its employees, and consequently it is possible to enable the employees through granting them much more independence and freedom of behavior in taking the appropriate decisions.

Table (5) the statistical characterization of the items of the dimensions of the variable of the Employees Empowerment N=34

Sequence	Arithmetic Average	Standard Deviation	Importance order	Sequence	Arithmetic Average	Standard Deviation	Importance order
OI1	3.71	0.76	1	IF1	3.29	0.836	3
OI2	3.47	0.929	2	IF2	2.85	1.158	6
OI3	3.21	0.978	5	IF3	3.21	1.095	5
OI4	3.35	1.012	3	IF4	3.24	1.103	4
OI5	2.65	1.346	6	IF5	3.62	0.888	2
OI6	3.29	0.97	4	IF6	3.71	1.142	1
OI	3.68	0.939	1st	IF	3.32	0.94	2nd
				IE	3.5	0.785	****

3- The Variable of the Processes of Knowledge Management

The results of table (6) show that the general arithmetic Average for the variable of the processes of knowledge management is (3.73) and a standard deviation of (0.548) and the dimension that contributed to that is the dimension of the knowledge distribution with arithmetic average of (3.83) and standard deviation of (0.715), meanwhile the dimension of generating knowledge come in the final order with a rather lowered arithmetic average of (3.58) and a standard deviation of (0.699). From the mentioned above it can be said that the Asiaccell Company to a great deal contributes to provide the suitable opportunities for improving the individuals and enlightens them for the preserving of their welfare and health.

Table (6) the statistical characterization for the items of the dimensions of the knowledge management processes N=34

Sequence	Arithmetic Average	Standard Deviation	Significance Order	Sequence	Arithmetic Average	Standard Deviation	Significance Order
KG1	3.68	0.912	3	KD1	3.62	0.985	4
KG2	3.94	0.814	1	KD2	3.88	0.769	3
KG3	3.71	0.719	2	KD3	4.03	0.717	2
KG4	3.03	1.193	5	KD4	4.09	0.668	1
KG5	3.56	0.927	4	KD5	3.53	0.992	5
KG	3.58	0.699	4th	KD	3.83	0.715	1st
KS1	3.65	0.646	4	KA1	3.68	0.843	4
KS2	4.03	0.627	2	KA2	3.82	0.626	1
KS3	3.38	0.985	5	KA3	3.5	0.749	5
KS4	4.12	0.537	1	KA4	3.71	0.76	2
KS5	3.85	0.558	3	KA5	3.71	0.77	3
KS	3.81	0.594	2nd	KA	3.68	0.475	3rd
				KMP	3.73	0.548	***

(IV) The Correlation and Impact Relationship between search variables

The correlation relationship between the variables of the search

This item concerns the explanation whether there is a correlation relationship between the variables and the dimension of the search, whereas the table (7) explains the correlation matrix

Table (7) Correlation Matrix

	OE	OM	OI	OS
OI	0.703**	0.936**	0.609**	0.946**
IF	0.395*	0.406*	0.512**	0.351*
EE	0.835**	0.803**	0.432*	0.776**
KG	0.347*	0.439*	0.561**	0.355*
KS	0.573*	0.481*	0.624**	0.514**
KD	0.779**	0.443*	0.747**	0.494*
KA	0.297*	0.459*	0.627**	0.474*
KMP	0.367*	0.514**	0.598**	0.516**
Sig. (2-tailed)=0.000 N=34				
**Correlation is significant at the 0.01 level (2-tailed).				
* Correlation is significant at the 0.05 level (2-tailed).				

The appeared results in table (7) refers to the availability of correlation relationship between the strategic orientation in its dimension and the processes of knowledge management and its dimensions is of (0.516), at the same time there is a correlation relationship between the strategic orientation, its dimension and employees empowerment is of (0.776), hence the hypothesis is accepted that indicated the existence of correlation between the variables and the dimensions of the search that are included in the analysis.

The Impact Relationship between the Variables of the Search

This item interprets the impact relationship between the variables of the search, taking into consideration two important points as follows:

1) The Impact of the Strategic Orientation in Employees Empowerment.

The results in table (8) and explained in figure (2) refers the availability of an impact relationship for the strategic orientation (SO) in employees empowerment (EE), by (0.590) and standard error (0.119) with a critical value of (4.958). In addition to the existence of impact relationship for the processes of the Knowledge management (KMP) to employees empowerment (EE), by (0.361) and a standard error reached (0.160) and by a critical value (2.256). That means the approval of the hypothesis of impact that supposes the existence of a direct impact with a statistical significance for the strategic orientation and its dimensions (The entrepreneurial orientation, marketing orientation, and the interactive orientation) in the enabling of the employees and its dimensions (Possession of the information and its availability, and the independence and the freedom of behavior), As the strategic orientation and the processes of the knowledge management in their dimensions were able to interpret (0.516) of the cases and crises that occurs without the ability to enable the employees, meanwhile the remaining value lies outside of the limits of the search.

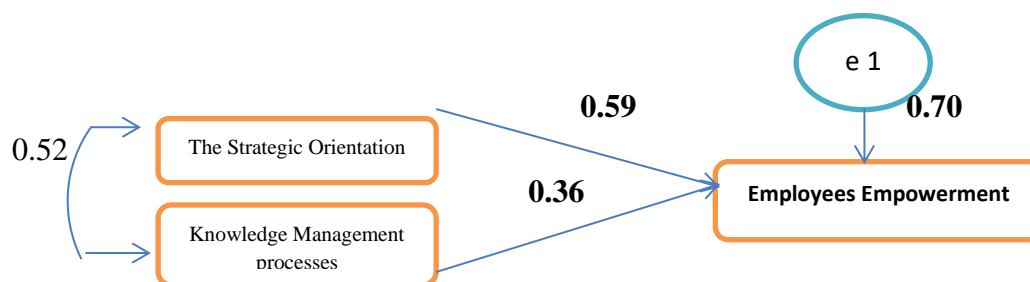


Figure (2) the regular sample of the impact of the strategic orientation with its dimensions in Employees Empowerment and along with its dimensions

Table (8) refers to the impact of the strategic orientation and its dimensions in employees empowerment and its dimensions.

Table (8) the results of the impact of the strategic orientation with its dimensions in employees empowerment and its dimensions

The Path			Standard Weight	Standard Error	The Critical Value	The interpreted value R2	Likelihood P
SO	< ---	EE	0.590	0.119	4.958	0.516	***
KMP	< ---	EE	0361	0.160	2.256		***

2) The Impact of the strategic orientation in employees empowerment through the interactive role of the processes of the knowledge management

In order to measure the impact of the interactive impact between the strategic orientation and the knowledge management processes in employees empowerment, a new variable should be designated and is symbolized as (SOKMP) and it is the results of the interaction between the strategic orientation and the knowledge management processes.

The results that are stated in table (9) and that appeared in figure (3) refer to the availability of impact relationship for the strategic orientation through the interaction with the processes of the knowledge management in employees empowerment, by (0.835) and standard error (0.134) with a critical value (6.231).

That means the acceptance of the impact hypothesis that supposes the existence of the indirect impact with a statistical significance for the strategic orientation in employees empowerment through the interactive role of the processes of knowledge management, whereas the interaction between the strategic orientation and the processes of knowledge management has interpreted (0.697) of the cases and crises that occur without improving the enabling of the employees.

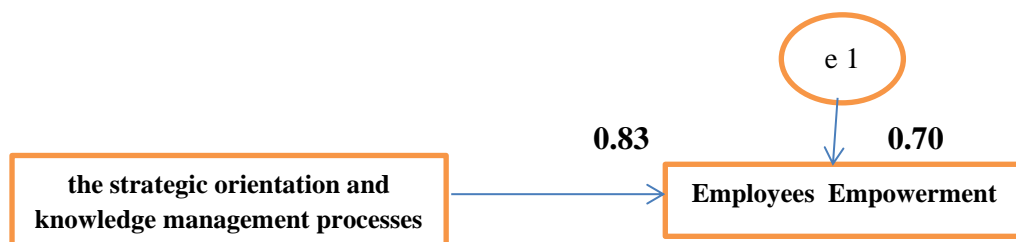


Figure (3) The regular sample of the impact of the strategic orientation in employees empowerment through the interactive role of the processes of the knowledge management

And the table (9) refers to the results of the impact of the strategic orientation in employees empowerment through the interactive role of the processes of knowledge management.

Table (9) the results of the strategic orientation in employees empowerment the through the interactive role of the processes of knowledge management.

The Path			Standard Weight	Standard Error	The Critical Value	The interpreted value R ²	Likelihood P
SOKMP	< ---	EE	0.835	0.134	6.231	0.697	***

The Conclusions and the Recommendations

(I) Conclusions

- 1- There is a correlation relationship with a statistical significance between the processes of the knowledge management and the strategic orientation, and the enabling of the employees and between each dimension of them, which would generate results that can contribute to treat the problems of the company.
- 2- There is a direct impact for the strategic orientation in employees empowerment, which will contribute to the development of abilities a, capabilities, the skills and the knowledge of the employees, and directing them in the way that enable to take the decisions in the right way
- 3- There is an interactive impact between the processes of the knowledge management and the strategic orientation in employees empowerment, which would contribute to enable the employees through assuming the processes of knowledge management in appropriate way to develop the employees within the company.
- 4- There is a clear affirmation from the side of the company that is studied to afford the opportunities to develop the skills of the individuals through providing the training, educational and developmental programs for them.
- 5- The studied company cares for developing the relationships with its employees and the different Stakeholders in order to achieve its goals and those of its employees.
- 6- The studied company strives at providing the specialized experts in the spheres of technology of information especially in the spheres of maintaining the organizational environment in order to avoid making mistakes and the common mistakes that the organizations likely to commit.
- 7- The studied company takes care to develop the objectives and the standards that are necessary for maintaining its level.

(II) Recommendations

- 1- It is necessary for the Asiaccell Company to sustain the ability of their employees to participate in the training classes, conferences and debates.
- 2- The Company of Asiaccell must care to possess the talents and the proper experiences in order to support the outstanding performance.

- 4- Working on the interaction between the processes of the knowledge management and the strategic orientation to achieve employees empowerment.
- 5- Work to provide a knowledge database to archive internal processes and facilitate the process of completing tasks easily and conveniently.
- 6- The necessity for Asiacell to be keen on setting different performance evaluation indicators for different businesses and their units.
- 7- The necessity of Asiacell's focus on providing the necessary means for the welfare of its employees and developing various services for them that are in line with their needs in order to preserve them.

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