

**The effect of creating knowledge according to the model (Nonaka & Takeuchi, 1995) on organizational ambidexterity: A study on a sample of Iraqi private banks**

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**Abstract: -**

**Purpose** - This study relies on the descriptive and analytical approach through collecting and analyzing the necessary data, as this approach focuses on polling the opinions of the research sample and its directions, and aims to develop a model that studies the relationship between knowledge creation and organizational ambidexterity in Iraqi private banks and verifying its validity experimentally.

**Design / Methodology / Introduction** - A survey was conducted through a questionnaire form to collect data from a sample of (113) managers in private commercial banks. In addition, this study used the AMOS program and the ready-to-use statistical program package (SPSS V.25) to test the proposed hypotheses of the theoretical model experimentally.

**Results** - The results show that knowledge creation has a significant and positive indirect effect on stimulating organizational ambidexterity in private commercial banks through its effect on exploiting opportunities in the workplace and exploring opportunities in the external environment of banks.

**Practical effects** - to improve knowledge creation, bank management must pay more attention to it as a strategic resource to create wealth and added value to enable organizations to grow and survive through training courses, holders of higher degrees and attract knowledge expertise in addition to the need to maximize cultural awareness towards improving the organizational ambidexterity of banks, especially in Exploiting the bank's internal opportunities, both material and human, according to the current circumstances, through rewards moral and material incentives.

**Originality / Value** - This study complements and advances previous research on knowledge creation in several ways. First, the current study proposes a conceptual model that illustrates the interrelationships between the main variables in Iraqi private banks. Second, this study explores the role of organizational ambidexterity that benefits from exploiting and exploring opportunities in the context of knowledge acquisition, accumulation and exchange. Thus, overcoming the challenges associated with creating knowledge.

**Key words** - knowledge creation, organizational ambidexterity, knowledge, exploiting and exploring oppor

### **Introduction:**

If the biosphere affected the type of acquired knowledge, then the nature of economic activity and the social structure was the most important factor that contributed to the development and growth of knowledge, as each age has its own powers that distinguish it from the rest of the ages, and what distinguishes the current era is that its strength is in knowledge as the resource of knowledge is not acquired. At any time in the past, the importance and attention of adults as it acquires it today, so organizations are constantly trying to control the knowledge they have and possessed by individuals and groups within the organization so that it becomes knowledge owned by everyone and everyone can refer to it and the distinction of today's organizations has become highly dependent on its ability In its creation of that knowledge and its use in creating new services and products that contribute to the creation of new knowledge and help organizations in enriching the organizational ingenuity of the topic, the researcher touches on the suffering of the banking sector in Iraq from the lack of studies, but rather its scarcity in particular that dealt with the variables of knowledge creation and organizational ambidexterity and this is what the current research sought. The scarcity of studies on these subjects means that local private commercial banks are deprived of benefiting from their data and their role in managing the issue Promising these organizations to invest opportunities and avoid threats in order to achieve excellence and success at the level of the banking sector in Iraq, as well as achieve competition in regional and global markets.

These rapid and dangerous changes and challenges faced by these organizations necessitated them to make many transformations in the way they perform their work in the near future, as well as to search for new strategies in order to obtain the competitive advantage that enables them to survive and achieve their goals, as weak organizations that do not better use their capabilities and skills It became unable to survive in light of these challenges, so it became necessary for it to be aware and accurately determine its dynamic capabilities. In return, it became very clear and beyond doubt that organizational ambidexterity represents one of the contemporary intellectual developments in the philosophy of modern strategic management, through which organizations can stand strongly against These challenges, in order to survive and continue in light of the changing environmental conditions, and if organizations want to succeed under the current circumstances, their management is supposed to find ways to increase the ability of their units to read the changes that occur in the industry and the market and respond to them quickly through the creation of knowledge and set

their sights on enhancing Its organizational ambidexterity by learning how to exploit opportunities before it early and to explore new ones.

Based on the importance of knowledge creation and organizational ingenuity, it is expected that there will be a contribution to maximizing the effect of knowledge creation in enhancing the organizational ambidexterity of the researched banks. Hence, the idea of this study marked “The impact of knowledge creation according to the model (Nonaka & Takeuchi, 1995) in the organizational ambidexterity is a study on a sample of private banks. Iraqi a to present these topics and to stand on the most important foundations and concepts related to them and based on the intellectual and practical interactions, the research problem, its objectives and hypotheses were formulated. In achieving the organization's ingenuity, then one of the objectives of this research was to explore the levels of interest of the management of private Iraqi banks in these variables and to diagnose their ability to employ knowledge in them to achieve their ingenuity first, and whether they were able to build a reliable accumulation of knowledge in maximizing the contribution of knowledge formed to support this knowledge in reaching organizational excellence Required.

#### **the methodological framework**

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

The research problem requires a cognitive and practical diagnosis, and then the definition and identification of the problem properly enables the researcher to be on the right path, the enhancing role of the effect of knowledge creation in achieving organizational ambidexterity and did these intellectual contributions create clarity for researchers in developing an intellectual model on which to design a model for testing The field and the field dimension relates to addressing a fundamental problem facing most business organizations, whose philosophy of organizational prowess is centered on the idea of discovering opportunities and exploiting them, and it is based on that logically that organizations need to create and generate knowledge, as it has become impossible to say their ability to adapt to the vast amount of variables and in light of global competition that The real and continuous effort has not been made to understand this change and then prepare to confront it in a better way, especially since business organizations need to explore the future in a disparate environment and a high level of political competition and to reach a distinguished position. The main question is: Were managers in the Iraqi private banking sector able to employ knowledge creation to influence organizational ambidexterity? Through the following questions.

What is the extent of knowledge creation in Iraqi private banks?

What is the level of regulatory ambidexterity for private Iraqi banks?

What is the level of relevance or influence of knowledge creation on organizational ambidexterity?

##### **Second: The importance of research**

The research acquires its importance as it is from research linking important issues absent from the reality of Iraqi organizations, which addressed the issue of creating knowledge and organizational ambidexterity, which opens the door to a wide discussion of these concepts and in different directions. He still suffers from a great delay, as such studies will undoubtedly contribute to drawing the attention of the managers of these banks to the need to pay attention to activating contemporary concepts and methods of work, such as creating

knowledge to possess organizational ambidexterity, which will contribute to the advancement of the Iraqi banking industry to stand in the face of the challenges of the knowledge economy, globalization, severe global competitiveness and awareness. With the concepts of study variables in the environment of the banking industry through the organizational ambidexterity that the current research deals with and this research gains its importance as it represents an attempt to use reliable measures to evaluate research variables in private Iraqi banks as well as cognitive measures, which makes the opportunity to study the reality of the situation of the banks researched and understand their performance levels and causes. Then it took a wider area in the analysis,

### **Third: Research objectives**

In light of the problem's propositions and questions, this research seeks to achieve a set of objectives related in essence to revealing the level and truth of the relationship between knowledge creation and organizational ambidexterity to dispel the ambiguity that afflicted this relationship and test it in the field as follows:

A- Contributing to a theoretical and philosophical framing of the research variables based on an intellectual and practical rooting of previous contributions at the level of different perspectives and approaches.

B - Diagnosing the level of knowledge creation in Iraqi private banks and their field practices in the field of knowledge formation, demonstration, compilation, organization and inclusion.

C- Demonstrate the extent of interest of the management of private Iraqi banks in organizational excellence, specifically in the practices of exploring and exploiting opportunities.

D- Determining the level and nature of knowledge creation association or impact with and on organizational ambidexterity

### **Fourth: Research hypotheses**

The main hypothesis: "There is a direct correlation relationship with significant significance between the dimensions of knowledge creation and organizational ambidexterity in its dimensions and it branches out into the following sub-hypotheses: -

The first sub-hypothesis: "There is a direct correlation relationship with significant significance between the formation of knowledge And organizational prowess by its dimensions

The second sub-hypothesis: "There is a significant direct correlation relationship between displaying knowledge And organizational ambidexterity by its dimensions

The third sub-hypothesis: "There is a significant direct correlation relationship between grouping and organizing Knowledge and organizational ambidexterity

The fourth sub-hypothesis: "There is a significant direct correlation relationship between the inclusion of knowledge And organizational ambidexterity by its dimensions

### **Fifth: the research community and sample**

The banking industry in general and the electronic banking services industry in particular are considered among the industries that are characterized by global competition, diversity and rapid variation in the techniques of manufacturing and providing services due to the tremendous progress in manufacturing software and remote communication systems, although it faces serious competitive challenges that have a reflection in the quality of service and its prices. And their competition geographically, since the field and scope of research will include local private commercial banks in Baghdad, and the research community includes all managers in private Iraqi banks, and the researcher will be satisfied with the level of upper and middle departments because the study variables are of a perceptual nature related to knowledge and its management as it is difficult to estimate it from the executive levels. And their number in banks in Baghdad reached (150) managers. He found that the minimum sample size required for the purpose of testing hypotheses is (82) observation. Next, the size of the research sample is (108), which is higher than the required sample size. The respondents were (150) individuals, and the sample size was determined from this population according to the global (D. Morgan) model to determine the sample size at a significance level of (0.05), and up to (0.01). And that the size of the sample drawn from the community corresponds to what is required according to this model, which constitutes (72%) of the research community, and (113) questionnaire forms were distributed to the sample, and in return was the number of received forms that meet the requirements of analysis and research from the sample that were answered. Have reached (108) questionnaires.

### **the theoretical framework**

Despite the human community's interest in knowledge in thought, philosophy and approach since ancient times, the concept of creating knowledge and how to manage it still raises a lot of controversy. Creating knowledge is no longer a matter of chance, but rather a necessity necessitated by new transformations towards a knowledge economy, as business organizations are currently seeking to create knowledge as a basic resource to add value to the organization and a source. It is essential for the competitive advantage, while business organizations face many challenges, the most prominent of which are the rapid environmental changes, the difficulty of predicting the threats, the current pace of digital innovation and the severity of its risk, the extent of the organization's ability to adapt and survive in highly competitive environments as well as the pressures exerted on organizations in order to obtain a competitive advantage in the markets. Competitive turmoil is increasing as the success of contemporary organizations depends on providing innovations of value to the organization and society through their possession of organizational ambidexterity because they are the basis for the development of societies and organizations.

### **First: Creating knowledge**

According to (Massaro et al, 2016: 285), the primary starting point for knowledge management is the creation of knowledge, adding that the creation of knowledge has a decisive effect in developing and promoting innovation. Therefore, knowledge creation for innovative organizations is fully interconnected. In other words, the organization can be classified or viewed as a

creative organization. Whenever they have been able to create new knowledge and practices in the work environment, the impact of creating new knowledge can be seen through organizations that are able to improve the internal management aspect and the new production that focuses mainly on the needs and preferences of customers. Knowledge creation is a new trend in knowledge management that emanates from creativity and innovation (Yang & Lin, 2010: 231). At the present time, competitive and creative business and innovation are the basic elements that lead organizations to generate concepts of value and be in the global competition race. In this context, knowledge management has a definite goal, which is to spread knowledge in order to obtain a competitive advantage, so creativity and innovation are needed to generate new types of products and techniques and management systems (Tan, 2014: 34) Hence knowledge management is vital to promoting and developing knowledge creation in organizations in order to gain value and achieve high quality of performance and efficiency (56 Raisanen, 2010 :). Effective knowledge creation has been described as the process of self-transcendence in which individuals transcend old methods and techniques through which new contexts and perspectives are acquired outside and within the organization. It can also be defined by the company's ability to create new knowledge and spread it to different parts of the organization and then present it through the system, products and services. (271Harris, 2009 :). Therefore, knowledge creation is a fundamental and important factor in enhancing and developing the performance of organizations, and it also contributes to improving intellectual capabilities in order to create new knowledge that leads to an increase in the growth of competitive advantage throughout the organization and its survival (23 Nadayama, 2010 :). Knowledge creation is derived from two dimensions. The first dimension demonstrates the individuals who can create knowledge and the second shows the integration of explicit and implicit knowledge (Niccolini, 2018: 261). These two dimensions form the basis for defining the knowledge creation processes and these processes are firstly the formation of knowledge as this process refers to the sharing of tacit knowledge in other words, making the experience as a shared open book file between the team through brainstorming, conferences, vocational training, making suggestions, forming work committees and internal and external meetings. It is the process of transferring tacit knowledge to an explicit knowledge through knowledge that has been shared through metaphors, shapes, ideas, models and images. As for collecting and organizing knowledge, it is the process of combining different types of tacit knowledge and explicit knowledge, and then the collection of explicit knowledge can take place inside or outside the organization. Formation or editing and processing it in a new form while inclusion is referred to as the application of the principle of learning by doing, despite the explicit assimilation of knowledge to become within the knowledge of the individual (388 Sanchez, 2013:). The first step in knowledge management is the creation of new knowledge through the practices of the source of internal knowledge, learning, research, development, accumulation of experiences and learning by practice. The source of external knowledge can be absorbed and circulated through interactions with suppliers, customers, and competitors. (305Chatterjee et al., 2018:). While (Chang & Lee, 2008: 45) indicated that the ability to obtain knowledge can positively and significantly affect knowledge,

management innovation and the process of knowledge transfer is required to create new knowledge because it makes implicit knowledge clearly clear. Fundamental by passing on personal experiences and sharing them in addition to that, because of the fruitful nature of profit and related to the creation of knowledge, knowledge is often treated as an intangible asset or a knowledge capital, and that the development of knowledge creation is closely related to administrative disciplines than it is to organizational theories. As a result, we see that managers and analysts are more likely to diagnose the problems of the macro level (the environment of the organization) and instead resort to extracting the presumed directions through the partial view (i.e. the individual - the organization) or the consultative view (Wilson, 2002: 154) and with this view of the organization as an entity It works to create knowledge continuously, so there will be a need to re-examine our theories of the organization in terms of how it is organized, managed, interacted with its environment and how its members interact with each other. Figure (1) below shows E. Knowledge creation processes.

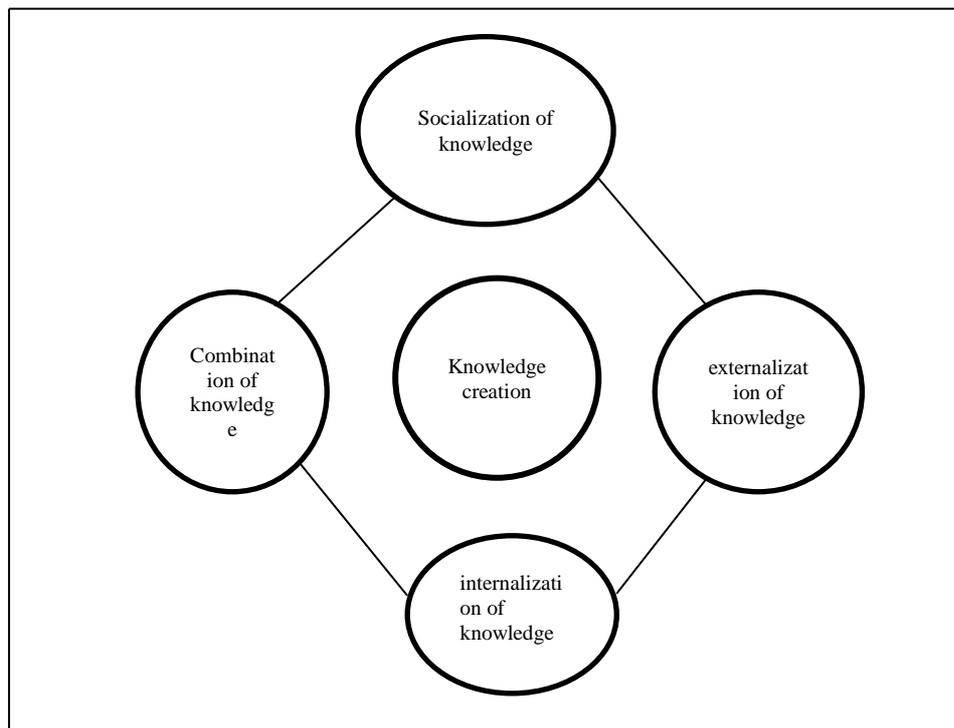


Figure No. (1) Knowledge creation processes

Source: Niccolini, F., Bartolacci, C C., & Isidori, D. (2018). Virtual and inter - organizational processes of knowledge creation and Ba for sustainable management of rivers 1. Handbook of Knowledge Management for Sustainable Water Systems, 261-285.

These models were adopted for several reasons. Firstly, knowledge transfer models were adopted based on the fact that the models have observable and quantifiable features, making them effective tools for exploration and secondly evaluating the mechanism of the knowledge transfer process in organizations. The researcher has adopted the knowledge creation model since the research took the view that knowledge is transferred. It must be present and

that the transfer process creates knowledge by its nature from now on, so taking into account the creation of knowledge as an integral part of the process of knowledge transfer because the separation between the two is not practical and the mechanism of this process has been adopted for its occurrence through the process of transferring the two types of knowledge (implicit and explicit) and thus knowledge is created. Through features that can be observed, measured and addressed by the research paragraphs that were presented, and Figure (2) below illustrates the mechanism of the creation process of knowledge.

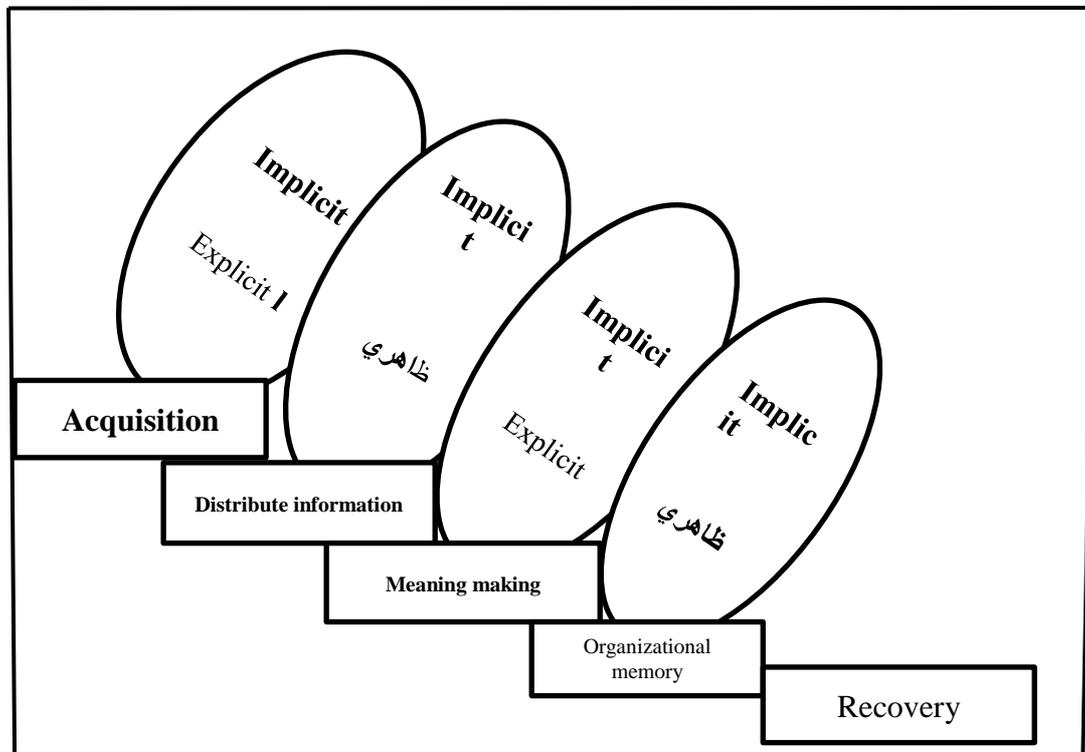


Figure. (2) of the mechanism of knowledge creation processes

Source: Sverlinger, P-O. (2000). Managing knowledge in professional service organizations. A doctoral thesis, Department of Service Management, Chalmers University of Technology, Gothenburg, Sweden

As knowledge is created in a spiral or spiral movement that takes place through two pairs of seemingly contradictory concepts such as order, chaos, partial, total, part and whole, mind, body, implicit, explicit, self, etc., induction, induction, creativity and control. The importance of knowledge creation is evidenced by the main challenge in the knowledge society that organizations face today, which is raising the productivity of knowledge. Moreover, sharing both explicit and implicit knowledge within organizations is intrinsically linked to innovation speed and quality. Moreover, companies must generate new knowledge and abandon those that are (Wang & Yang, 2012: 182) Thus, knowledge is the source of the basic competitiveness of the securities industry and investment, so the first step in knowledge management is to create new knowledge (Kuang, 2010: 78). And knowledge creation requires an organizational culture. It can help to enhance knowledge and without culture it is impossible to

claim that knowledge creation can be achieved. From the independence of the employees to express their views on creating knowledge and finally establishing contact points to coordinate knowledge creation and organizational culture. Raft in any university has a role as to whether culture is the factor that encourages employees to share their knowledge and experiences (Shaker, 2020: 2)

### **Second, organizational ambidexterity**

The fields of cognitive management, management sciences, and strategic management are based on the need for successful organizations to be adept in facing challenges with an emphasis on simultaneous follow-up and exceptional innovation and exploitation at the same time (Benner & Tushman, 2003: 247). In recent years, the topic of organizational prowess has gained increasing attention and this interest has contributed to the expansion of its concept. This conceptual work has been complemented by extensive empirical studies that emphasized the positive correlation of organizational prowess and knowledge creation of the organization (Paischetal, 2009: 685). Many researchers and writers have clearly indicated the need for organizations to be identified. Achieving organizational prowess as an ability to monitor and synchronize exploratory and exploitative creativity simultaneously to obtain better financial performance and long-term survival (Li, 2013: 876). The first to use the term Organization Ambidexterity was by (Duncan) in 1976, who indicated that successful organizations need to consider double and different structures that help implement innovation. He indicated that excellence requires exchange and differentiation of financial capabilities and exploring new opportunities in response to changes. Environmental (O'Reilly & Tushmen, 2008,193). He pointed out (Huang, 2010: 3). That organizational prowess has become a trend emerging in both organizational and knowledge management, as the basic idea of organizational prowess is to deal simultaneously with the integrated activities of scalability. The organization to adapt to changes to obtain efficiency and flexibility at all organizational levels and the formation of strategic alliances. (March, 1991: 71). For the first time the concepts of exploration and exploitation in the administrative literature, although they should be viewed as two sides of the same coin, it was found that exploration is an educational behavior characterized by research, contrast, risk, experimentation, flexibility, innovation and the creation of new knowledge. As for exploitation, it is an educational behavior characterized by continuous improvement and Selection, production and customer satisfaction The importance of organizational prowess is embodied in enhancing the strategic ability to provide equal facilities for the continuous need for organizations to engage in exploration and exploitation, and the organizations seek to explore new products and technologies. But it also aims to exploit products for a long time by re-targeting it to market requirements, including changes in taste and price expectations. Exploration involves preparing for the future through the discovery and development of new products, markets and technologies, while the exploitation makes the most of the current market opportunities and sources. Competitive advantage and exploration leads to intermittent change due to radical innovations in technologies, products, business models and exploitation that leads to incremental change resulting from improvements to existing technologies in industry (Raisch and Zimmermann, 2018: 315)). Organizational prowess is of increasing importance in achieving the sustainable competitive

advantage of organizations. When organizations want to obtain good business performance, they must have a good sustainable competitive advantage through their achievement of organizational prowess (Kuncoro et al., 2017: 513). As skilled organizations can achieve competitive advantage through revolutionary and evolutionary changes, investing and exploring opportunities, the ability to adapt and harmonize, and have the ability to develop new products and services for emerging markets and compete in mature markets simultaneously. Its importance is evident at the individual level, as research indicates that ingenuity when presented at the individual level leads to creativity and innovation in the task in progress (2016: 2388, Wu and Wu). The organizational prowess helps the organization to compete in the markets and prove its presence among competitors and how it activates the role of management practices and the application of the skills and capabilities of the organization in exploration and exploitation, organizations must achieve most of their limited resources to build their dynamic capabilities (Faizah, 2016: 161). If these capabilities are managed efficiently. Organizations will be able to build their own skills in order to survive in a highly competitive work environment. When talking about skilled organizations, attention must be paid to one of the first issues is the debate about the contradiction between exploitation and exploration for opportunities (Karrer and Fleck, 2015: 385). The discussion takes place in several ways: the first approach relates to culture, the second relates to strategy, and the third relates to the environment. These three approaches incorporate the topics studied. They are illustrated in the form of different methods and the balance between exploitation and exploration that may exist in an organizational context (Kauppila, 2010: 283).

(Huang (2010): 11) identified three main entrances to study organizational prowess, and these approaches are represented by the entrance to the organizational structure, the entrance to the informal organization, the organizational social context and the entrance to the leadership of senior management, while Birkinshaw & Raisch (2008: 37) agreed on the leadership approach and added the entry Fourth is the approach to contextual solutions, as CESE can be achieved by combining the three types: leadership, contextual and structural prowess, and to the three types, a fourth type of versatility has been added, which is the versatility of service delivery mode. As service robots have the ability to change the rules of the game for many service organizations But it requires a subtle double focus on authentic emotions and deep disposition by service personnel versus scalability and high productivity of service delivery by robots and artificial intelligence. (2019, Wirtz) The concept of ingenuity has been expanded to include at least three conceptually distinct approaches or solutions to the exploration problem. Organization-wide exploitation (& (Bøe-Lillegraven, 2016: 64-68 (Miller, 2015: 13-16) & (Oreilly & Tushman, 2013: 8-13)) which are: structural prowess Structural and contextual prowess (Raisch & Birkinshaw, 2008: 390-391) dealt with contextual acumen, contextual acumen, and sequential prowess (March, 2009). 1991: 71). It consists of innovation activities that focus on improving the market scope for existing products (Yigit, 2013: 17). It is about building on current insights and practices through revision (Hoholm et al., 2018: 343). As indicated (Wulf et al., 2010: 2). Ian exploiting opportunities is the use of activities that lead to an increase in efficiency, focus on

operations and reduce costs to improve current business performance. Exploration of opportunities is related to terms such as: research, variability, risk, experimentation, operation, flexibility, discovery, and creativity (March, 1991: 71. The search for new solutions focuses on research and the development of new insights (Hoholm et al., 2018: 343). (McCarthy & Gordon, 2011: 241) defines exploring opportunities as activities and outputs that focus on new, emerging and entrepreneurial technologies and includes long time horizons, research, experimentation, innovation and resilience. It refers to learning gained through coordinated diversity processes and planned experiments (Tuan, 2014: 2-3) It deals with the areas of the new product market, and includes the search for new opportunities and is carried out through local research within the organizations' regular processes and technologies (Yigit, 2013: 17). The exploration is related to network structures and widely associated systems, breaking paths, Improvisation, independence, chaos, emerging markets and technologies (Turner et al., 2012: 1).

### **the practical framework**

In this axis, the results of the research variables (knowledge creation, organizational prowess) will be presented and analyzed through a descriptive analysis of these two variables, as it includes a statistical presentation of the results of the research variables with an analysis and interpretation of these results by presenting the computational media to diagnose the sample answers and standard deviations to estimate the extent of dispersion in the answers. The coefficient of variation to determine the degree of homogeneity, the order of the paragraphs, and the relative importance to know the degree of interest of the research sample

### **First: Descriptive analysis**

Table (1) and Figure (3) show the results according to the sample's views on the research (the main variables of the research) including the arithmetic mean, standard deviation, coefficient of variation, and general relative importance related to (main research variables), so we note that the sample answers are arranged in descending order depending on the arithmetic mean, the more The arithmetic mean was higher the more the diagnosis of the answers towards the axis was directed towards agreement and the arrangement of the paragraphs by withdrawing the importance in the table and depending on the coefficient of difference.

Table (1)

The arithmetic mean, standard deviation, coefficient of variation, and the relative importance of the total of the main research variables

order of importance	relative importance	coefficient of variation	standard deviation	arithmetic mean	Main variables	ت
2	75.86	10.60	0.40	3.79	Knowledge creation X	1
1	82.04	8.92	0.37	4.10	organizational ambidexterity Y	2

Source: Prepared by the researcher based on the SPSS program.

1. The variable (organizational ambidexterity) came in the first place for the coefficient of variation in terms of the degree of approval of the members of the research sample with it, so it obtained the highest arithmetic mean value of (4.10) which is high and with good consistency in the answers and is confirmed by the value of the standard deviation and the coefficient of variation in it, so its value reached (0.37) and (8.92), respectively, which is the lowest among the other variables, and this result indicates that this variable has a good level of importance in the sample studied, while the relative importance was (82.04), which confirms the degree of interest by the research sample about organizational prowess.

2. The variable (knowledge creation) came in second place for the coefficient of variation in terms of the degree of approval of the members of the research sample with it, so it obtained an arithmetic mean of (3.79) which is high and with good consistency in the answers and confirmed by the value of the standard deviation and the coefficient of variation in it, so its value reached (0.40), (10.60), respectively, and this result indicates that this variable has a good level of importance for the research sample, while the relative importance was (75.86), which confirms the degree of interest by the research sample about knowledge creation.

### **Second: testing hypotheses**

#### **1- Presentation of findings on nurturing knowledge:**

A general arithmetic mean for this dimension appears relatively high as it reached (3.53) and with high consistency in the answers, as the two values of the standard deviation and the coefficient of general difference were (0.51) and (14.55%) respectively, and the relative importance (70.58%) confirms the degree of high interest for private banks. The Iraqi researcher saw the topic of knowledge education during the field visit, as banks rely on transparency and open offices or what is called (exposed) to achieve the highest levels of harmony among their members and encourage collective action.

#### **2- Presentation of the results about the demonstration of knowledge:**

A general arithmetic mean for this dimension appears relatively high as it reached (3.90) and with high consistency in the answers, as the two values of the standard deviation and the general coefficient of variation were (0.43) and (11.09%) respectively, and the relative importance was (77.96%), which confirms the degree of high interest. For Iraqi private banks in the issue of demonstrating knowledge, and this is what the researcher saw during the field visit, as the banks are keen on mutual dialogue between managers and workers through frequent meetings and the involvement of old experienced workers to achieve the highest levels of harmony among their members and encourage creativity based on transparency and open offices (Exposed) to achieve the highest levels of harmony between its members and encourage teamwork.

#### **3- Presentation of results about the collection and organization of knowledge:**

A general arithmetic mean for this dimension appears relatively high, reaching (3.92) and with high consistency in the answers, as the two values of the standard deviation and the coefficient of variation were (0.48) and (12.28%) respectively, and the relative importance was (78.50%), which confirms the degree of high interest. For Iraqi private banks in the subject of collecting and organizing knowledge, this is what the researcher saw during the field visit, as the banks rely

on transparency and maintaining documentation of customers' complaints through complaint boxes, allocating phone numbers dedicated to this purpose and implementing their desires, and allocating some banks an employee to respond to them and serve them throughout the day through Digital means of communication to achieve the highest levels of harmony between its customers.

#### **4- Presentation of results on inclusion of knowledge:**

A general arithmetic mean for this dimension appears relatively high as it reached (3.82) and with high consistency in the answers, as the values of the standard deviation and the coefficient of variation were (0.49) and (12.91%) respectively, and the relative importance was (76.48%), which confirms the degree of high interest For Iraqi private banks on the issue of including knowledge, and this is what the researcher saw during the field visit, as banks rely on providing confidentiality in silencing employees' complaints and being keen to open doors for employees and listen to their inquiries to achieve the highest levels of harmony among their members and encourage teamwork.

#### **5- Presentation of results on exploiting opportunities:**

A general arithmetic mean for this dimension appears relatively high as it reached (4.28) and with high consistency in the answers, as the two values of the standard deviation and the coefficient of general difference were (0.45) and (10.57%) respectively, and the relative importance (85.50%) confirms the degree of high interest for private banks The Iraqi researcher touches on the issue of opportunities and this is what the researcher touches through the development and development of human resources and the formation of effective committees emanating from the board of directors and the development of long-term strategies to develop the bank's business in accordance with risk management frameworks as well as laying sound accounting foundations and integrated disclosure.

#### **6- Presentation of findings on exploring opportunities:**

A general arithmetic mean for this dimension appears relatively high as it reached (3.90) and with high consistency in the answers, as the two values of the standard deviation and the general coefficient of difference were (0.39) and (10.09%) respectively, and the relative importance (77.99%) confirms the degree of high interest for private banks Al-Iraqi a in the subject of exploration and this is the researcher's touch of increasing the number of new electronic services provided by Sumer Bank and Baghdad through the introduction of modern banking systems and the development of new banking methods and services that meet the needs of customers.

The main hypothesis of the research started from the expectation that there is a significant direct correlation relationship between the creation of knowledge with its dimensions and the organizational prowess with its dimensions, and after implementing the simple Pearson correlation model between the two variables, the results appeared as in the matrix expressed in Table (26) through which it will be concluded whether there is clarity. In the results, it provides support for the hypothesis or not, and if the hypothesis supports determining the percentage of support for it, my agencies

A- There is a positive (direct) statistically significant correlation between the formation of knowledge and the exploitation of opportunities, as the correlation value was (\* 0.239) at the level of significance (0.05). This result supports the validity of the first sub-hypothesis of the main hypothesis.

B- There is a strong positive (direct) statistically significant correlation between the formation of knowledge and the exploration of opportunities, as the correlation value reached (\*\* 0.494) at a level of significance (0.01). This result supports the validity of the first sub-hypothesis of the main hypothesis.

T- There is a strong positive (positive) statistically significant correlation between knowledge upbringing and organizational skill, as the correlation value was (\*\* 0.404) at a significance level (0.01). This result validates the first sub-hypothesis of the main hypothesis.

D- There is a strong positive (positive) statistically significant correlation between displaying knowledge and exploiting opportunities, as the correlation value reached (\*\* 0.437) at a level of significance (0.01). This result supports the validity of the second sub-hypothesis of the main hypothesis.

C- There is a strong positive (positive) statistically significant correlation between demonstrating knowledge and exploring opportunities, as the correlation value was (\*\* 0.497) at a significance level (0.01). This result supports the validity of the second sub-hypothesis of the main hypothesis.

H- There is a strong positive (direct) statistically significant correlation between displaying knowledge and organizational excellence, as the correlation value was (\*\* 0.537) at a significance level (0.01). This result validates the second sub-hypothesis of the main hypothesis.

G- There is a strong positive (direct) statistically significant correlation between the accumulation and organization of knowledge and the exploitation of opportunities, as the correlation value reached (\*\* 0.364) at a level of significance (0.01). This result supports the validity of the third sub-hypothesis of the main hypothesis.

D- There is a strong positive (positive) statistically significant correlation between collecting and organizing knowledge and exploring opportunities, as the correlation value was (\*\* 0.656) at a significance level (0.01). This result supports the validity of the third sub-hypothesis of the main hypothesis.

Y- There is a strong positive (direct) statistically significant correlation between knowledge gathering and organization and organizational excellence, as the correlation value was (\*\* 0.567) at a significance level (0.01). This result validates the fourth sub-hypothesis of the main hypothesis.

T- There is a strong positive (positive) statistically significant correlation between the inclusion of knowledge and the exploitation of opportunities, as the correlation value was (\*\* 0.289) at the level of significance (0.01). This result supports the validity of the fourth sub-hypothesis of the main hypothesis.

G- There is a strong positive (positive) statistically significant correlation between the inclusion of knowledge and the exploration of opportunities, as the correlation value was (\*\* 0.539) at a level of significance (0.01). This result supports the validity of the fourth sub-hypothesis of the main hypothesis.

Q- There is a strong positive (direct) statistically significant correlation between knowledge inclusion and organizational excellence, as the correlation value was (\*\* 0.459) at a significance level (0.01). This result validates the fourth sub-hypothesis of the main hypothesis.

M- There is a strong positive (direct) statistically significant correlation between knowledge creation and opportunity exploitation, as the correlation value was (\*\* 0.393) at a significance level (0.01). This result supports the validity of the main hypothesis.

R- There is a strong positive (positive) statistically significant correlation between knowledge creation and exploration of opportunities, as the correlation value was (\*\* 0.653) at a significance level (0.01). This result supports the validity of the main hypothesis.

Table (2)

The relationship between the dimensions of knowledge creation and the dimensions of organizational ambidexterity

organizational ambidexterity	exploring opportunities	exploiting opportunities	
.404**	.494**	.239*	Socialization of knowledge
.537**	.497**	.437**	externalization of knowledge
.567**	.656**	.364**	Combination of knowledge
.459**	.539**	.289**	internalization of knowledge
.585**	.653**	.393**	Knowledge creation

Source: Prepared by the researcher based on the SPSS program.

### conclusions and recommendations

#### First: the conclusions

1. Creating knowledge has become a critical option in light of competition conditions and the work environment in the twenty-first century, and organizations that do not have actual knowledge will not be able to survive, grow and compete in a changing and volatile world.
2. It has been shown that the management of banks pays clear attention to the dimensions of organizational prowess from exploiting opportunities and exploring them in good rates in a manner that reflects a high awareness of management by sharing knowledge, integration of ideas and assimilation between managers and individuals, and the flexibility of dealing with information through a database with high speed and accuracy.
3. It was found that the management of private Iraqi banks used the education of knowledge by developing the employees' sense of the usefulness of their ideas to develop their skills and work to reorient the mental models for all workers in the same direction but at higher levels in enhancing organizational prowess, especially in the field of exploring opportunities in a somewhat distinct and lesser degree. In the field of exploiting opportunities through the bank's management's keenness to introduce new banking services

4. It was found that the management of private Iraqi banks has succeeded in demonstrating knowledge through the bank's management's keenness to document the description of the newly developed services by transferring the implicit knowledge of customers into forms that are easy to understand in enhancing organizational prowess, but in the field of exploring opportunities in a somewhat distinct and lesser degree in the field of exploitation Opportunities through the bank's management keenness to market its banking services and use channels to regularly distribute banking services.

5. It appeared that the administration of private Iraqi banks had succeeded in collecting and organizing knowledge through the bank's management's keenness to document all customer complaints and inquiries in the database available for use in enhancing organizational prowess. During the bank's management endeavor to explore the new opportunities that appear in the new areas.

### **Second: Recommendations**

1- Knowledge creation as an explanatory variable has achieved great progress in its ability to influence organizational prowess as a responsive variable. The bank management was successful in employing the changes that took place in banks in the total knowledge creation in introducing more changes in organizational prowess as bank managers seek to Searching for new customers, providing new services, collecting and exchanging information about their desires, demands and suggestions.

2- It appeared that the bank management was successful in employing the changes that took place in the formation of knowledge as an explanatory variable in introducing more changes in the organizational prowess as a responsive variable, especially in the dimension of exploring opportunities as it was mainly a positive reflection as the bank management is keen to introduce new banking services

3- The bank management invested the change that took place in the methods and mechanisms of displaying knowledge as an explanatory variable in introducing some changes in organizational prowess as a responsive variable, especially in the opportunity exploration dimension as it was mainly reflective of the organizational prowess through the bank's management keen to document the description of the developed services By transforming clients' tacit knowledge into easy-to-understand forms.

4- The positive change was reflected in the methods of collecting and organizing knowledge as a positive explanatory variable in the introduction of relatively important changes in organizational prowess as a responsive variable and this may be a result of the strong relationship between them, as bank managers are interested in collecting explicit knowledge from inside or outside the bank and then coding or processing it To form a new knowledge.

5- The change contributed to the flexibility of embedding knowledge as a positive explanatory variable in introducing some relatively moderate changes in organizational prowess as a responsive variable by investing that process in achieving the bank's objectives by documenting all complaints and inquiries of workers in the databases available for use

6- It appeared that the banks 'management had employed the changes that took place in the banks in the total creation of knowledge as an explanatory variable in the introduction of important changes in enhancing their organizational prowess as a responsive variable and this is evident through the investment of the formation, manifestation, compilation and inclusion of knowledge in promoting exploration and exploitation of opportunities in the external and internal environment As the banks face competitive pressures among themselves and by foreign and governmental banks in the Iraqi market.

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## اثر خلق المعرفة وفق نموذج (Nonaka&Takeuchi,1995) في البراعة التنظيمية دراسة على عينة من المصارف الخاصة العراقية

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### مستخلص البحث:-

الغرض - تعتمد هذه الدراسة على المنهج الوصفي التحليلي من خلال جمع البيانات اللازمة وتحليلها، كون هذا المنهج يركز على استطلاع الآراء لعينة البحث وتوجهاتها، وتهدف إلى تطوير نموذج يدرس العلاقة بين خلق المعرفة والبراعة التنظيمية في المصارف الخاصة العراقية، والتحقق من صحته تجريبياً.

التصميم / المنهجية / المدخل- تم إجراء مسح عبر استمارة استبيان لجمع البيانات من عينة من (113) مدير من مصارف تجارية خاصة بالإضافة إلى ذلك استخدمت هذه الدراسة برنامج AMOS و حزمة البرنامج الإحصائي الجاهز ( SPSS V.25 ) لاختبار الفرضيات المقترحة للنموذج النظري تجريبياً.

النتائج - تظهر النتائج أن خلق المعرفة لها تأثير كبير وإيجابي غير مباشر على تحفيز البراعة التنظيمية في المصارف التجارية الخاصة من خلال تأثيرها على استغلال الفرص في مكان العمل واستكشاف الفرص في البيئة الخارجية للمصارف .

الآثار العملية - لتحسين خلق المعرفة يجب على ادارة المصارف ضرورة ايلاء اهتمام اكثر بها بوصفها مورداً استراتيجياً لخلق الثروة والقيمة المضافة لتمكين المنظمات من النمو والبقاء من خلال الدورات التدريبية وحملة الشهادات العليا واستقطاب الخبرات المعرفية علاوة على ذلك ضرورة تعظيم الوعي الثقافي نحو تحسين البراعة التنظيمية للمصارف لاسيما في استغلال الفرص الداخلية للمصرف من امكانات مادية وبشرية في ضوء الظروف الراهنة من خلال المكافآت والحوافز المعنوية والمادية .

الأصالة / القيمة - هذه الدراسة تكمل وتقدم الأبحاث السابقة حول خلق المعرفة بعدة طرق أولاً تقترح الدراسة الحالية نموذجاً مفاهيمياً يوضح العلاقات المتبادلة بين المتغيرات الرئيسية في المصارف الخاصة العراقية ثانياً تستكشف هذه الدراسة دور البراعة التنظيمية والتي تستفيد من استغلال واستكشاف الفرص في سياق اكتساب المعرفة وتراكمها وتبادلها، وبالتالي التغلب على التحديات المرتبطة بخلق المعرفة .

**المصطلحات الرئيسية للبحث:** خلق المعرفة ، البراعة التنظيمية ،المعرفة ، استغلال واستكشاف الفرص