

The role of knowledge management processes in enhancing the strategic agility of Iraqi insurance companies through the mediating part of strategic intelligence

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Abstract

Knowledge management applies to a proper selection, analysis, and interpretation of data within and outside the company, based on the measurements and guidelines used to improve operations within the organization and enhance its productivity and improve its performance with its activities. The role of knowledge management processes as mediators to enhance Iraqi insurance companies' strategic agility has been examined. Researchers have therefore been based on a questionnaire on a 5-scale basis. The questionnaire included two main sections: the first focused on research sample demographics and the second on study variables. The questionnaire was independent and distributed to a number of (150) people in Iraqi insurance companies. After the application process, researchers were able to get (125) properly completed questionnaires. This study has determined the normality of different variables. Since independent variables are not normally distributed, but error terms are normally distributed, this does not mean traditional linear regression disintegration. The data analysis results will also be valid. The results of this research have shown, according to the Equity Return, that the acquisition of expertise has a major effect

on the organizational performance of Iraq. The study found that the business age moderates the link between information management and Iraqi insurance companies' operating efficiency, measured by both assets and equity returns. Therefore, the research concluded that the company's age moderates the relation between IM and corporate performance in Iraqi insurance companies. They are by the return on assets or equity income.

Keywords: *Knowledge management, mediators, Iraqi insurance companies, Strategic agility, Organizational performance*

1. INTRODUCTION

Peter Drucker said that the new organization would reduce the number of organizational levels almost 20 years ago. Only less than half of managers are required (Koç et al., 2019) in an article entitled 'The advent of a new organization.' In its current concept, information management is. Information management is the central pillar of knowledge, but knowledge is all about the human aspect and knowledge means of transmitting knowledge (Hislop et al., 2018). In general, KM gathers ways and technology for the organization of data creation, processing, arrangement, storage and distribution, intellectual capital information, and the expertise acquired from employees or experts (Östling et al., 2018).

KM applies to the proper selection, analysis, and interpretation of information inside and outside the enterprise, based on the metrics and guidelines used to execute and improve operations inside the organization as well as to enhance productivity and increase performance in relation both to the company's activities, according to Östling et al. (2018). Abusweilem and Abualoush (2019) described KM as an intellectual development that led us to move from a common concept of limiting the value chain of information to a value chain. Technical systems are the critical elements of the work process when dealing with people as employment workers.

Based on the high volume of data and the complexity, most organizations now have trouble processing much information. However, since a large number of managers frequently lack prompt access to data, they conclude that their instinctual understanding or knowledge will contribute to lower productivity and poorly accurate decision-making (Al-Hamza, 2019). A must for organizations to obtain and incorporate adequate and timely information to ensure informed decision-making, leading inevitably to an imperative for the development of enterprise information systems (BIPs) is a success factor in the knowledge age to avoid this challenge (Scholtz et al., 2018).

It also constitutes a source and base of excellence for organizations and the creation and realization of information that helps individuals and organizations fulfill their tasks and effectively lead their work to meet their goals. Knowledge is one of the most valuable assets in modern organizations. It is one of the main factors in growth in addition to human capital and money. The comprehensive management of knowledge implies that without taking advantage of it and enhancing the enrichment and implementation of various activities to increase it, information and data accessibility in its databases cannot be a fundamental

problem. Several researchers acknowledged identifying information management and dimensions (Obeidat et al., 2018; Ramadan et al., 2017). Obeidat et al. (2018) consider information management in three processes: knowledge transfer, knowledge translation, and knowledge use.

The creation of knowledge includes all processes that the business seeks to produce and acquire, both through implicit and explicit information (Obeidat et al., 2017) in which an interaction between knowledge and detailed knowledge is to ensure the gain of the different types of experience through new knowledge (Abualoush et al., 2018; Zawaideh et al., 2018). Knowledge sharing is a crucial factor for the successful management of learning since it fills gaps which other knowledge management processes cannot reach. It directly impacts other knowledge processes such as incorporation and knowledge creation to properly use and use information assets (Chiu and Chen, 2016).

Business intelligence systems allow organizations to access knowledge analyses and shares to track, understand, and manage their business to enhance their overall performance (Hussinki et al., 2017). With the value of technology and information systems, the role of knowledge as a critical element of richness based on creativity, expertise, and human capabilities for the development of new knowledge has increased rapidly (Abualoush et al., 2018). The human information developed and interacted today is one of the most powerful and influential elements of understanding and administration. It characterized human experience, beliefs, convictions, and abilities. Besides tangible resources in the organization, the organizations' performance also depends on intangible resources, such as efficient management of information, technical innovation and the implementation of advanced data collection and analysis systems (Obeidat et al., 2017). This study examined the role of knowledge management processes as mediators to improve Iraqi insurance companies' strategic agility.

2. METHODS

According to a quantitative approach, the study goals became accomplished using numerical data to describe phenomena and classify factors. In that sense, researchers used a 5-scale questionnaire (strongly disagree, disagree, neutral, agree, and strongly agree). The questionnaire consisted of two principal sections: the first centered on the research sample demographics, the second section on the study variables. The questionnaire was autonomously distributed to some (150) individuals working in insurance companies in Iraq. Researchers were able to obtain (125) correctly filled-in questionnaires after the application process. The demographic analyses found that most respondents were of the age group of (26 to 35) year formations. About 75 respondents who had postgraduate degrees had also participated in the filling of the questionnaires. Out of 125 respondents, 71 were male while 54 were female. All the variables showed similar indicator as they are likely closed to other. This indicator means that KM practices are more likely to influence insurance companies due to their direct effects on techniques such as knowledge dissemination, knowledge management, knowledge practice, organization performance, strategic intelligence in the companies (Niqresh and Al-Dweiri, 2020)

3. RESULTS



Figure 1: Gender

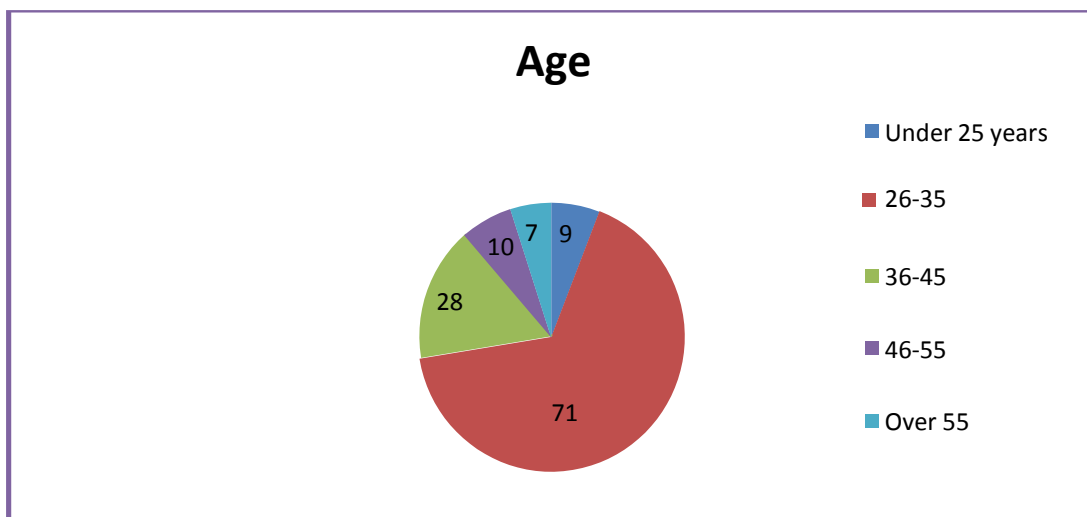


Figure 2: Age

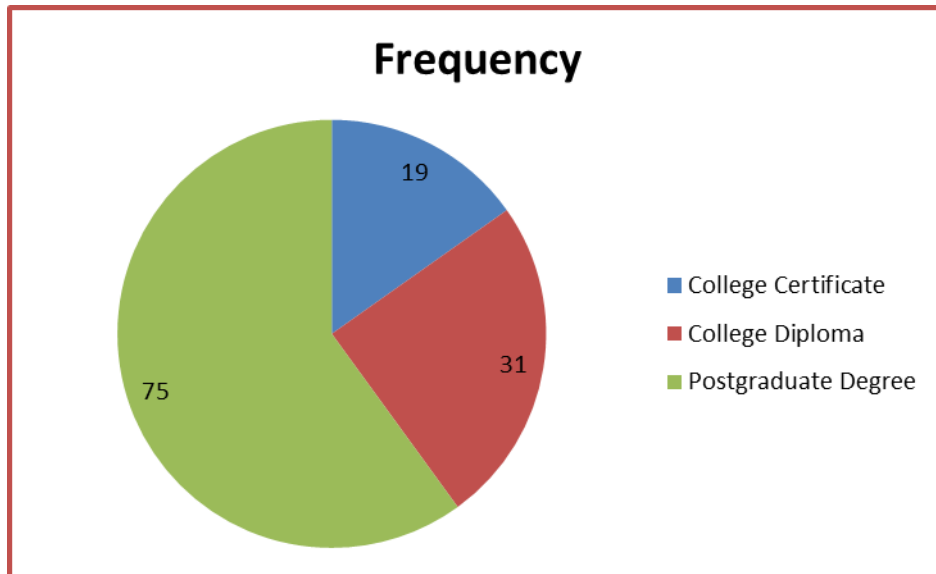


Figure 3: Education Level

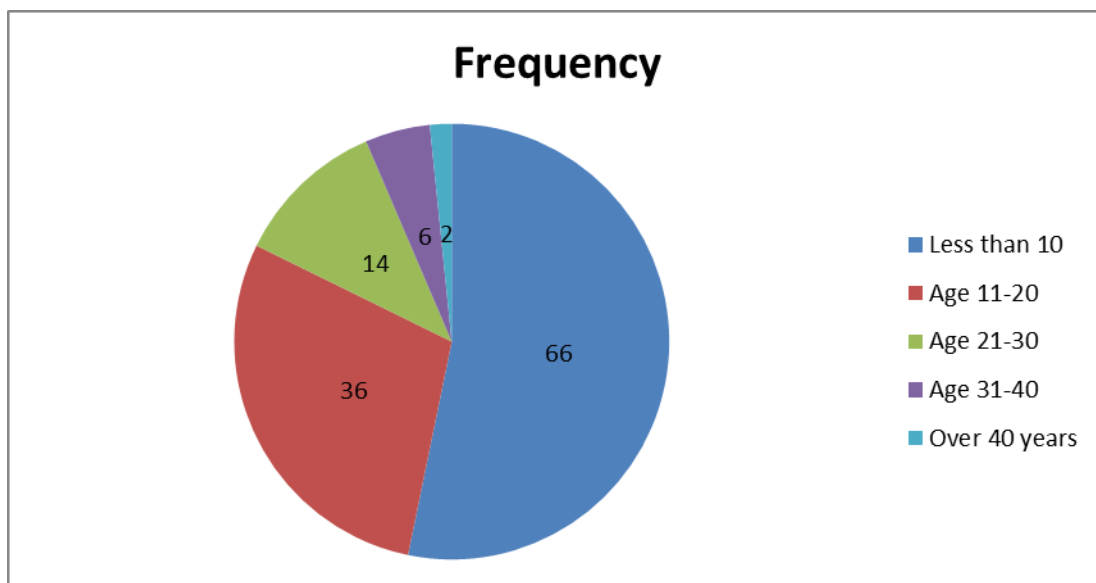


Figure 4: Working experience at Current Organization

Table 1: Knowledge Acquisition

Knowledge Management						Total
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	
The knowledge management process enhance strategic agility in Iraq issuance companies	9	13	18	43	42	125

The role of the management improves the employees' ability	7	11	22	55	30	125
The roles of knowledge management in promoting intelligence in the organization	8	9	30	37	41	125
The roles of knowledge management affect the output of the organizations	5	5	16	69	30	125
Knowledge management invests in Research & Development to enhance knowledge management among the workers	2	10	25	57	31	125
The knowledge management increase organizational performance	6	9	20	54	36	125

Table 2: Normality Test for Independent Variables

Variables	Kolmogorov-Smirnov			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Knowledge Management	0.267	125	0.000	0.844	125	0.000
Knowledge Dissemination	0.223	125	0.000	0.896	125	0.000
Knowledge practice	0.200	125	0.000	0.922	125	0.000
Organization performance	0.201	125	0.000	0.902	125	0.000
Strategic intelligence	0.271	125	0.000	0.877	125	0.000

Table 3: Mean and Standard Deviation for Knowledge Acquisition

Knowledge Management	N	Min	Max	Mean	SD
The knowledge management process enhance strategic agility in Iraq issuance companies	125	1	5	3.87	1.046
The role of the management improves the employees' ability	125	1	5	3.85	1.069
The roles of knowledge management in promoting intelligence in the organization	125	1	5	3.84	1.095
The roles of knowledge management affect the output of the organizations	125	1	5	3.72	1.122
Knowledge management invests in Research & Development to enhance knowledge management among the workers	125	1	5	3.49	1.175
Knowledge management increase organizational performance	125	1	5	3.64	1.125

Where; N, min, max, SD denotes sample size, minimum, maximum, and standard deviation

4. DISCUSSION

The study examined the role of knowledge management processes as mediators to improve Iraqi insurance companies' strategic agility—the questionnaires were administered by 125 respondents across the insurance companies in Iraq. Figures 1 to 4 showed the demographic results of the respondents in this research. The gender was in figure 1. The gender examination showed that 71 respondents were male while 54 were female; this implies that males are more in Iraq than females. The age differences are in figure 2. Different age ranges from less than 25 years old to above 55 years old attended the questionnaires (figure 2). The result indicated that out of 125 respondents, 71 respondents fall within 26 – 35 years old, followed by the age range of 36 – 45 years old with 28 respondents. The other age range recorded very low respondents of 7, 9, and 10 respectively for above 55, under 25, and 46-55. The record showed that the youths are more active in Iraq insurance companies. The educational background of the study was in figure 3. This section was into just three groups; college certificate, college diploma, and lastly, postgraduate degrees. The model showed that postgraduate degree has the highest respondents of 75, 31 respondents from college diploma and 19 respondents from college certificate. Lastly, the working experiences of each respondent were in figure 4. This section was into five different groups from less than ten years to above 40 years of working experience. Sixty-six respondents fall under the categories of less than ten years of working experience, while 36 respondents fall under the range of 11-20 years, respectively. Respondents with 21-30 years of working experience were 14, while those with 31-40 and above 40 years were 6 and 2. This experience implies that most of the workers in these insurance companies have 0-10 years of working experience.

Table 1 showed the response to acquisition of knowledge management using the 5-scale questionnaire. This table consists of six questions on the investment of KM in the Iraq insurance companies. The study conducted descriptive statistics for knowledge acquisition. About 43 of the respondents agree that the knowledge management process enhances strategic agility in Iraq insurance companies, with 42 strongly agreed that the knowledge management process improves Iraq insurance companies' strategic skills. About 55 of the respondents agreed that knowledge management's role in promoting intelligence in the organization. Thirty-seven of the respondents agreed that the knowledge management roles in promoting intelligence in the organization, while 41 strongly agreed. The findings also revealed that 69 respondents agreed that knowledge management roles affect the organizations' output. In contrast, 30 of the respondents strongly agreed that the knowledge management roles affect the organizations' production (table 1).

The normality of different variables has been in this study. The test for normality was on the independent statistically relevant variable. Since Shapiro-Wilk's value was under 0.05, it means that the data typically varies from the distribution (table 2). Since independent variables usually are not distributed, it doesn't signify a traditional linear regression

breakdown. The results of the data analysis will be valid as well.

Descriptive data were in the six items of the information acquisition. The mean for the first item, "In Iraq issuing firms, the knowledge management approach improves strategic agility," was 3.87, and the standard difference is 1,046. The second item, "Management to increase employee abilities," was 3.85, and its default deviation was 1.069. The standard deviation was 1,095 and 3.84 for "The Functions of Intelligence Management in the Business" The mean for item IV, "Information Management," was 3.72, and the standard deviation was 1,122. The item "Information technology invests in research and development with a view to developing knowledge management" had a mean level of 3.49; the standard deviation was 1.175. The final item, "Increased information management organizational performance," was an average of 3.64, and its standard deviation was 1,125. The results show that the critical factor influenced by the acquisition of the information in Table 3 is "Strategic resilience in Iraq issuing companies by the knowledge management process

. "The study's findings indicate a significant impact on the operational performance of Iraq insurance firms computed in terms of equity returns. The interpretation implies a significant and positive impact on the return on assets on the revenue, assembly, analysis, and model of knowledge, calculated by Equity Returns, but not a substantial and positive effect.

The findings support (Shujahat et al., 2019) those who argue that organizations that acquire information sub-consciously can neglect the loses of their skills and relationships and that organizations with no knowledge retention strategy continue to lose valuable knowledge. These results agree with Abubakar et al. (2019), who conducted a study to analyze corporate knowledge management impacts. One hundred twenty-five people were using the SPSS program were asked questions in the insurance companies. The findings show that expert management helps enhance services, increase customers' loyalty, make better use of resources, increase incomes and generally improve corporate productivity. The results also showed that organizations had encouraged information acquisition and improved general productivity, such as the internal exchange of ideas and access to company expertise.

Alias et al. (2018) researched to evaluate strategies for acquisition and company performance in a young high-tech company through quantitative and qualitative data. The findings show that the influence of knowledge acquisition practices and information learned on the company's progress differs from four different methods for acquiring knowledge. The researcher found that the information gathered had to be beneficial for its needs, while the acquisition of expertise significantly impacted technology firms' performance.

The findings confirm Najeeb et al. (2018) research into knowledge management and organizational effectiveness in selected commercial banks in Awka, Anambra State, Nigeria. The study attempted to evaluate whether information identification and organizational performance are substantially related and examine how knowledge acquisition influences an organization's performance. The findings indicate that organizational success has a positive effect on the collection of information.

The findings of this study were by the method of Yasir and Majid (2017). They performed a descriptive assessment of the effects of the knowledge-building process on organizational performance in Malaysia's automotive sector. The results demonstrated that knowledge production is positively related to the organization's performance. The research evaluated Al-

Shanti (2020) as a model consistency method for profound roles in socializing, externalizing, integrating, and internalizing knowledge generation.

These findings helped Farzaneh et al. (2018) research the institutionalization of knowledge management in Iraqi manufacturing companies. This study was by 60 senior managers from the three selected manufacturing companies. The observations show that the institutionalization of organizational and technological knowledge processing has two key influences. The study found that information-creation and distribution administrative activities significantly influence the organization's development of value. Organizational processes are first and second viewed as technological technology when an organization's overall knowledge management.

Through the research in Salleh et al. (2017), knowledge management and intellectual capital on organizational performance were in the Rasht State Banks, Naragh, Iran. Incidents of modeling showed that, through implementation, innovation, and dynamics, factors such as productivity, design, and dynamic capability, directly and indirectly affect organizational success. Also, the results indicate that the information culture has a positive impact on intellectual capital (Al-Shanti, 2017)

Store recognition of Iraq's government-owned companies has not significantly affected the company, as measured both by asset return and equity returns. The conventional preservation of knowledge has no significant effect on organizational performance in an information repository that includes documents, reports, and databases regardless of the measurement of company performance variables used (Bakhta, 2019).

The findings correlate to Razzaq et al.'s (2019) results, which explore the effect of organizational innovation and learning on organizations' success. SEM and moderation analysis analyzed data from 168 food manufacturers in Taiwan, Malaysia, and China in the research. The findings suggested that age helps organizations to create more productive and efficient operating routines. However, the lack of consolidated procedures means that younger businesses are grappling with the creativeness that their learning processes require more thought and effort (Popovic et al., 2019).

The findings of this analysis, which show the company age, also support the results of studies by Alrowwad et al. (2017) on the effect that company age has on business efficiency. Their products moderate the connection between awareness and corporate success. Explore organizations' role in 30 selected, medium and large-scale organizations, including public sector organizations, private sector and NGOs, Cairo, Egypt. Results showed a close correlation between knowledge management elements and performance enhancement initiatives such as business decision-making. Omran (2016) has investigated 204 China-based Chinese firms to evaluate how companies' complex know-how has over time gained competitive advantage and impact their performance. The research results showed that technological progress is a crucial moderator of complex and firm capacity to perform.

5. CONCLUSIONS

This research study presents the research conclusion; its role as mediators for promoting Iraqi insurance companies' strategic agility. According to the Equity Return, this research showed

that the purchasing of expertise significantly affects Iraq's organizational performance. The analysis results have shown that Return to Equity has substantially related the growth of Iraqi insurance companies' expertise to their corporate performance. The study found that knowledge builds affect Iraqi insurance firms' organizational efficiency when equity returns as a success measure. The study found that the business's age moderates the link between Iraqi insurance companies' information management and operational efficiency as measured by either asset or equity return. Thus, the research concluded that the company's age moderates the relationship between information management and corporate performance in Iraqi insurance firms, calculated either by return on assets or return on equity.

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