

# Knowledge sharing and its impact on the strategic renewal of the tourism industry in Iraq (a survey of the Tourism Authority)

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## **Abstract:**

*The current study aims to demonstrate the extent to which the influence relationship of the study variables has been achieved, knowledge sharing in the strategic renewal of a sample of leaders in the tourism authority in Baghdad, by analyzing the opinions of a sample in the tourism authority and by (120) questionnaires distributed among (general managers, and assistants of general managers, Department heads, division officials) and the study included the relationship between cognitive sharing as an independent variable and strategic renewal as a dependent variable, and the first variable included three sub-dimensions (individual, organizational, and technological), while the second variable included three sub-dimensions that included (context, content the process), and these variables have interacted to form the general framework around which a study revolves, as the main and subsidiary hypotheses have emerged in order to reach the goal of the study mentioned above.*

**Keywords:** tourism, cognitive sharing, hypotheses

## **I. Introduction:**

The world is no longer the same as yesterday, as the rapid environmental fluctuations and changes and turbulent competition as well as globalization and the emergence of the age of technology in a remarkable way, in light of these environmental conditions and fluctuations, organizations, especially the tourist ones, began to search within them for something that distinguishes them from others and ensures their survival despite the fluctuations that occur in Its environment, from here, became more in need of a set of unique characteristics and processes, and thus new concepts and strategies were born of great importance for organizations, so knowledge systems and sharing them were the best option to ensure their continued existence, as knowledge sharing between higher administrative levels or between employees among themselves or between levels The other is the way to achieve the success of the

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organization, that is, the tourism organization relies on the knowledge of its leaders and employees, and the transition to the better situation requires it to ensure that it has the correct applicable knowledge that guarantees its own advantages through which it can renew its strategies to keep pace with the transfers and environmental changes. The strategy represents a challenge for leaders and managers in the authority to adapt to the opportunities and avoid them Deed at, environmental and competitive risks, and therefore this study came to focus on the most basic issues for the excellence and success of organizations, namely (knowledge sharing and strategic renewal) by delving into the intellectual and theoretical philosophy of these basic issues through the theoretical and practical side.

## **II. Methodological framework for the study**

The present topic aims to review the steps of the approved study methodology, to clarify the study problem and the importance of its application at the theoretical and practical level

First: the problem of the study

As a result of the increasing changes and strikes the business environment is witnessing today, which have directly affected all organizations, especially tourism organizations, and made many of them search within them for resources and capabilities to arm themselves with knowledge and share it, as a strategic option to confront the rapid changes in the environment, describing Knowledge sharing is an essential process for developing and renewing the organization's strategy, achieving leadership and excellence for it, and ensuring its competitiveness in the environment in which it operates. Based on the above, the study problem can be identified through the following questions:

- 1) What is the tourism authority's level of awareness of knowledge sharing, and how does it contribute to implementing the strategic renewal of the research sample?
- 2) What is the level of the authority's interest in knowledge sharing and strategic renewal?
- 3) Is there a significant correlation and influence relationship between knowledge sharing and strategic renewal?

Second: The importance of the study

The importance of the study is reflected in the following:

- 1) Strategic innovation is a contemporary method that makes the tourism organization more capable of achieving its goals
- 2) Availability of a basic information base based on addressing knowledge sharing and its use in the authority in order to face environmental changes and challenges.
- 3) The study deals with two important variables for the organization, especially the tourism organization, which are knowledge sharing and strategic renewal. This study is one of the topics of modern management thought.

### Third: The objectives of the study

1) Open the way for researchers to launch future research that searches for the role and impact of knowledge sharing and its relationship to other variables in the Tourism Authority.

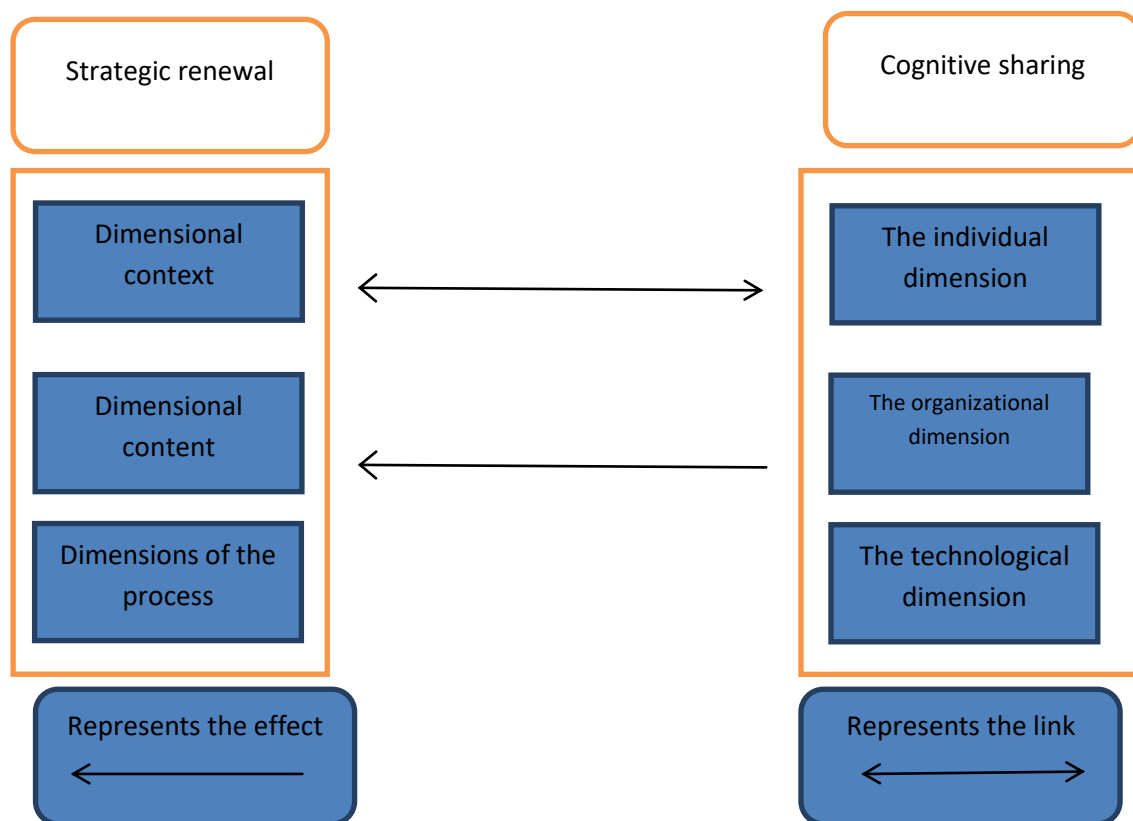
2) Giving priority and attention to implementing the dimensions of each of the two variables and the extent of the tourism authority's interest in them.

3) Shed light on the concepts and cognitive aspects of the study variables (knowledge sharing, strategic renewal) for the purpose of informing the Tourism Authority with the development of its business and strategic projects.

### Fourth: Curriculum

The study methodology is defined as “the appropriate and scientific method used in order to reveal the truth and reach a conclusion” (Al-Dabbagh, 2013: 65). The current study adopted the descriptive and analytical method, which is defined as “an attempt to reach a detailed and accurate knowledge of the elements of the problem or phenomenon. And more precisely in order to establish its own future procedures ”(Bratton, 2003: 443).

### Fifth: the hypothetical outline of the study:



First: The first main hypothesis: There is a significant correlation between cognitive sharing and strategic renewal, and the following sub-hypotheses are derived from this hypothesis:

- 1) There is a significant correlation relationship between the individual dimension and strategic renewal
- 2) There is a significant correlation between the organizational dimension and strategic renewal.
- 3) There is a significant correlation between the technological dimension and the strategic renewal.

### **III. Cognitive sharing, perspectives and intellectual concepts**

First: the concept of knowledge sharing

The concept of knowledge sharing has received the attention of researchers and writers in the administrative field after most organizations have realized the need for the concept of sharing that guarantees excellence and creativity for these organizations, as it is the cornerstone for the survival of organizations through generating new knowledge that keeps pace with modernity in providing their services, so researchers and writers differ on the concept Knowledge sharing. Hence, the concept of sharing must first be clarified linguistically and according to what is stated in dictionaries and linguistic dictionaries. The word “sharing” in the Lisan al-Arab dictionary means “one person participates to another in accomplishing something” (IbnManzur, 2005: 265), and in The Al-Waseet dictionary is mentioned in the meaning of "share with him whoever he is his partner", so he participates in such knowledge, that is, he has a share of it and also (they shared by way) (Al-Mu'jam Al-Waseet, 2004: 595). As for Mukhtar Al-Sahhah, he referred to the word (sharing in partnership), meaning making him his partner in Malaka and in his work (Al-Razi, 1989: 226)

As for idiomatically, and after the researcher looked at many Arab and foreign researches and according to the researchers' intellectual orientations, the researcher classified the concept of knowledge sharing into (three) main categories. et, al) as "the process of exchanging knowledge and building new knowledge between individuals", and there are those who saw that it is "a process based on transferring knowledge and experiences that brings positive results that in turn ensure the creation of a cooperative relationship based on the creation of new knowledge" (2007: 12Back,). There are those who referred to it as “a perspective that leads to the creation of an interactive and dynamic relationship that brings desirable results between the knowledge stored in the memory and the explicit knowledge to form a new image through which some problems can be solved” (Al-Kubaisi, 2014: 27).

As for the researchers of the second classification, they indicated that it is (a basic process for achieving competitiveness), and referred to it (2010: 117 Wang, none,) as “the primary means for employees' contribution to the application of knowledge and innovation and thus achieving competitive advantage,” as he defined it (2001: 2 Azdera, et.al ,) That "from a strategic perspective, knowledge sharing is a conscious strategy to obtain explicit knowledge of the right people at the right time and help people share information and place it in ways that improve competitiveness", or it is "the main source of competitive advantage and in the current business environment it is

considered a resource-based resource." Knowledge is the key element in providing organizations with long-term sustainability and success.

While the researchers of the third classification emphasized that it is (the exchange of ideas, knowledge, information and experiences) and according to what was mentioned in this classification, that it is a "learning process through the exchange of ideas, knowledge, information and experiences and is related to the ability of the individual to transfer his apparent or implicit knowledge to others" (2009: 7Manafinar), while (Neurin, 2013: 11) defined it as "the desire of individuals to share the knowledge that they have acquired or found with others in the organization."

Second: The importance of knowledge sharing: -

The importance of cognitive sharing at the level of individuals: -

The importance of cognitive sharing on the individual level is highlighted through the achievement of the following goals: (Odell, Grayson, 1998: 56), (Purwanti, et.al, 2008: 499) (Marzuk, 2009: 11), (Asseefa, 2010: 5), (Mehrabain, et.al, 2011)

1) It is one of the knowledge management processes aimed at communicating knowledge to individuals in a timely manner.

2) Organizations use the results of knowledge sharing as a basic educational method through which they seek to improve the efficiency of individuals working within the organization.

3) It helps workers improve their skills and abilities in making decisions, which will be reflected in improving the organization's performance in achieving the goals set for it.

4) He is responsible for creating new knowledge, as well as helping other individuals to achieve their goals.

5) Sharing knowledge at the level of individuals helps in using the knowledge available to them and generating it with other new knowledge, which processes the old from it, and this facilitates their organizational creativity.

Importance of knowledge sharing at the organizational level:

The importance of cognitive sharing among organizations is highlighted by achieving the goals mentioned by each of (Yi, 2005: 22-23)) (Chuc&Ngai, 2007: 65) (Mitchell, 2008: 22) (Wang, Noc, 2010: 121) 2012: 208 AliKbar, et.al, (Al-Taher, 2012: 18)

1) Contributes to reducing risks resulting from the state of uncertainty.

2) Knowledge sharing leads to creativity in various processes as well as being a critical factor in achieving competitiveness for the organization, especially in the role it plays in solving most of the problems it faces, regardless of their nature.

3) Expanding the beauty of knowledge by providing the opportunity for individuals to create value and position for the organization in the market and in the mind of the customer.

4) Knowledge sharing contributes to supporting continuous improvement and innovation in the organizational process.

5) It works to reduce production costs and increase the sales quantity of products for the organization.

#### Third: Objectives of Knowledge Sharing

The goals of cognitive sharing are highlighted by: ((Chau, et.al, 2003: 61) (Boer, 2005: 120) (Camacho, 2007: 23) 2011: 17 Leviti, et.al)

And as follows:

1) It aims to collect the knowledge available to individuals through establishing a warehouse of organizational knowledge and preserving the important knowledge that the organization may lose with the exit of workers with different experiences.

2) It contributes to creating a common understanding among workers in organizations because they need to understand the sub and macro goals that they seek to achieve in the organization, especially in their roles or tasks.

3) Cognitive sharing seeks to create a common space for thinking by developing objective concepts and producing knowledge that helps thinking and renewal.

4) It works to develop the individual's career path by recognizing him within the organization and gaining a professional reputation as a result of sharing his knowledge and exchanging it with others in improving performance.

#### Fourth: Determinants of cognitive sharing

The literature on the concept of cognitive sharing indicated the existence of a group of important factors that limit knowledge sharing in organizations called (determinants) that prevent the achievement of original results, and accordingly the writers and researchers classifications of these determinants have varied, so some of these determinants will be identified as follows: -

As he showed (Al-Shammari, 2006: 58) that strict traditional management will negatively affect knowledge sharing through its keenness to store knowledge and prevent its transmission to those concerned or allow it to be shared or circulated by the administrative levels, which are (middle and lower) and which need it, while Among (Al-Arifi, 2007: 38) the most important reasons that prevent knowledge sharing are as follows:

1. The unwillingness of individuals in the organization to share knowledge and learning, and not giving them the opportunity to participate by the organization, which leads to cognitive obsolescence.

2. The lack of the ability of the organization to identify appropriate sources of knowledge of people or data.

3. Individuals in the organization lack of means such as gathering a stock of knowledge.

4. Individuals see their possession of knowledge as their privacy, and no one has the right to participate in it.

#### **IV. Intellectual principles for strategic renewal**

First: The concept of strategic renewal:

Organizations, especially tourism, are facing pressures from the global market, which is getting more and more complex, so the strategies that focus on internal efficiency, quality and productivity are no longer sufficient for the organization's long-term success, which prompted the organization to search for ways to respond to the external environment and create pioneering initiatives for it. The order encouraged organizations to undertake strategic innovations to overcome environmental disruption, the strength of competition and their inertia (2009: 25 Kwee).

Based on the above, writers and researchers did not agree on developing a unified definition of strategic renewal. Therefore, we decided at the outset to define the concept of strategic renewal in terms of language and then terminology.

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The word "renewal" is used in the Arabic language from the verb "renew" which means "renewing the spirit of youth: sparking it, revitalizing it and revitalizing it." "Renewing the elements of the team": replacing them and changing them with new elements. 143). Renewal is a very good language for something. It is said: A covenant was renewed (renewed) a thing became new and a thing (new): it became new, and something created it and made it new (Al-Mujam Al-Wajeez 1994: 94)

As for idiomatically and through the researcher's briefing on many Arab and foreign studies and researches, and according to the researchers' intellectual directions, the researcher classified strategic renewal into (three) main categories, as the researchers of the first classification went to define strategic renewal as (the process of renewing the main ideas of the organization). A general plan that needs a deep and contemplative vision in the thinking process to formulate and activate a high-performance strategy (2000: 3 Mische.), as it was defined as a "driving force for competition, growth, profitability and sustainable value generation for the organization through the optimal application of the best ideas that are a new product or service or New ways of working "(Fix, 2008: 64)

The researchers of the second classification described the strategic renewal as (a process in response to environmental changes), as it defined it

(2005: 52 Ravas, Lojacono,) declared that "adapting to the wide environmental changes represented by cultural trends and customer preferences, which requires organizations to reconsider the formation of a way in which resources and capabilities are invested in a range of activities to change the strategic path." There are those who saw

renewal as "a continuous process that works to enhance the adaptive capabilities of the organization, because it represents a response to the changes that lead to increased environmental pressures on organizations" (Kaulbars 2011: 40,

Whereas, the researchers of the third classification asserted that it is (a continuous creativity process that enhances the creative behavior in the organization) and according to this classification (2000: 155 Floyd, Lane,) defined it as "an evolutionary process related to the enhancement, assimilation and employment of new knowledge and creative behavior in order to bring about change in the core capabilities. In the same context, he defined it (2010: 53 Apilo), as "an evolutionary process linked to the enhancement, assimilation and utilization of new knowledge and creative behavior in order to bring about a change in the basic competencies of the organization and in the field of products."

#### Second: Objectives of Strategic Renewal:

The goals of strategic renewal are represented as stated by (Grossan, hedrow, 2003: 108 (Ravasi, Lojacono, 2005: 52), (Amo, 2005: 62), (Prashantham, 2008: 380), 2009: 282 Agarawal, Helfat). , As follows:

##### 1- The strategic renewal aims to:

A- Modifying the pattern and resources of the organization and its activities and improving its general economic performance.

B - Searching for a more appropriate mix of capabilities and resources and promoting proactive behavior throughout the tourism organization.

2- Making fundamental changes in the markets and tourism products to allow creating new wealth for them.

3- It works to achieve the goals of the organizations represented in innovative behavior in the field of developing new products and carrying out future expansions, such as entering into new global and local markets, as well as helping to acquire new knowledge of the tourism organization and working to develop previous ideas in it and work to extract the task from it.

4- Strategic renewal requires three main processes, namely (developing initiatives, forming ideas and re-integrating the organization's strategies, because renewal begins with the formation of ideas, which means looking at a set of possibilities that need to be modified in order to enhance the performance of the organization, especially the tourism ones, after which ideas turn into Initiatives that are implemented through tested projects, and then strategic re-integration takes place so that these ideas become an important part of the organization's main activities

##### 5- Strategic renewal has many characteristics that drive the strategic process, including:

A- The ability to influence long-term expectations.

B - Strategic renewal includes the results of the renewal, the content and the processes of the organization

#### Third: the components of strategic renewal



Mahnke&Aadme (2006: 16) clarifies that the process of strategic renewal may be a proactive process or a remedial process. The researchers concluded that renewal is a continuous process consisting of strategic imagination with new coordinated strategic action, laying common ground that enables the transformation of strategic vision into strategic action. Coordinator The three processes can be referred to as follows:

1) Strategic visualization:

Strategic visualization refers to the possibility of the future competitive strength of the tourism organization on the perception of potential markets that competitors have not yet entered, and its share of competition. This is not a problem of future exploration or prediction, but a desire to imagine an extensive list of different competitive spaces for the organization (1991: 82 Hamel &Prahalad,)

2) Finding points for common understanding between senior and middle management:

It includes the transformation of strategic renewal from the possible future vision to the focus on the desirable, and is based on the process of exploring the past, present and future (1992: 50 Weisbord,). According to this process, perceptions and imaginations are taken as a point of departure for the search for future ideas for competitive spaces, their characteristics, and the required strategies. To deal with it, and the scope of mutual understanding can be increased by emphasizing the increase in participation among members of the tourism organization in terms of activities, experiences, expectations, relationships, events, loyalty to the current strategy.

3) Coordinated Strategic Action:

It is considered a continuous essential component that can be performed from benefiting from the common understanding points in the organization that were identified in the previous step, and according to the coordinated strategic action, appropriate plans and responsibilities are renewed, and the time periods required for the implementation process as this step is mainly centered around the cognitive development of strategic business and projects. Investments, organizational unit plans, new products and coordination of strategic actions (GLAB, 2008: 12).

## **V. Analysis of the correlation between the study variables**

This topic deals with testing the correlation relationship between the independent variable cognitive sharing in its dimensions (individual, organizational, technological) and the dependent variable strategic renewal as the correlation coefficient (Pearson) is used to discover the strength of the relationship between the variables and their direction, and represents the positive correlation between two variables until the increase in one of the variables is offset by it. An increase in the other variable, while the negative correlation refers to an increase in one variable corresponding to a decrease in the other variable (2011: 128 PallanT), as the positive correlation is strong when it is (+0.3 to +0.7). And a positive is acceptable when it is (1 to + 0.3), while the correlation is negative and strong when it is (- 0.3 to -0.7), and negative is weak when it is (-0.3 to 0). But if the correlation coefficient is (+1), this indicates

a complete positive correlation, and (-1) It indicates a complete negative correlation, and (0) indicates the absence (Cohen et al 2002: 69), as the results of the correlation analysis are as follows:

First: Examining the main (first) research hypothesis, which states (there is a significant significant correlation between cognitive sharing and strategic renewal)

The correlation coefficient between cognitive sharing and strategic renewal reached (0.743 \*\*) (at the level of significance (0.000), which is less than the level of significance (0.05), and this means we accept the hypothesis which states (there is a significant correlation relationship between cognitive sharing and strategic renewal) This indicates that knowledge sharing has an active and essential role with strategic renewal, that is, whenever there is an exchange of knowledge and experiences between workers, and the agency has worked to overcome all obstacles that prevent the process of knowledge sharing among workers whenever this helps in the strategic renewal of the authority in line with external variables.

1- Test the first sub-hypothesis, which states (there is a significant correlation between the individual dimension and strategic renewal)

The correlation coefficient between the individual dimension and the strategic renewal reached (0.612 \*\*) at the level of significance (0.000), which is less than the level of significance (0.05). This means we accept the hypothesis which states (there is a significant correlation relationship between the individual dimension and the strategic renewal) This indicates that the individual interest in the employees of the researched body and work to develop and motivate them will work to positively reflect this trend towards strategic renewal.

2- Test the second sub-hypothesis, which states (there is a significant correlation relationship between the organizational dimension and strategic renewal)

The correlation coefficient between the organizational dimension and strategic renewal is (0.677 \*\*) at the level of significance (0.000), which is less than the level of significance (0.05), and this means we accept the hypothesis which states (there is a significant correlation relationship between the organizational dimension and strategic renewal) Which indicates that the organizational dimension has a strong and significant relationship with the strategic renewal, that is, the interest in the organizational aspect in all its joints in terms of workers, organizational structure and logistical matters according to environmental requirements, all of this will be positively reflected in achieving strategic renewal.

3- Test the third sub-hypothesis, which states (There is a significant correlation between the technological dimension and strategic innovation)

The correlation coefficient between the technological dimension and strategic renewal is (0.691 \*\*) at the level of significance (0.000), which is less than the significance level (0.05). We accept the hypothesis which states (there is a significant correlation relationship between the technological dimension and the strategic renewal). This indicates the strength of the correlation between the technological dimension and strategic renewal. That is, the

pursuit of technological development in accordance with environmental changes and developments, this will facilitate the movement of the authority gradually towards strategic renewal.

Table (1) Correlation values between the dimensions of knowledge sharing and strategic renewal

Correlation value and level of significance		Dimensions of the cognitive sharing variable	Approve variable
0.612**	Correlation value	Singles	Strategic renewal
0.000	Sig		
0.677**	Correlation value	Regulatory	
0.000	Sig		
0.691**	Correlation value	Technological	
0.000	Sig		
0.743**	Correlation value	Cognitive sharing	
0.000	Sig		
Correlation is significant at the 0.01 level (2-tailed).**		4	Number of accepted hypotheses
		%100	percentage
		120	Sample volume

To test the hypotheses of sub-correlation between variable dimensions (cognitive sharing) and variable dimensions (strategic renewal), as shown in Table (35)

1. Test the first sub-hypothesis (there is a significant correlation significant for cognitive sharing with the dimensions of strategic renewal)

The value of the correlation relationships between the variable (cognitive sharing) and the dimensions of (strategic renewal), as in Table (1), respectively (0.788 \*\*, 0.793 \*\*, 0.642 \*\*), all of which indicate the presence of positive and positive moral correlations, as they reached stronger A correlation relationship between cognitive sharing and the content dimension, where the value of the correlation between them reached (0.793 \*\*), which is a positive positive direct relationship, and the weakest correlation was between cognitive sharing and after the context, as the value of the correlation between them was (0.642 \*\*), which is a positive positive direct relationship also, Consequently, this indicates that knowledge sharing has an active and essential role with all dimensions of strategic renewal.

2. Test the second sub-hypothesis (there is a significant correlation relationship of the individual dimension with the dimensions of the strategic renewal)

The value of the correlation relationships between the (individual) dimension and the (strategic renewal) dimensions were as shown in Table (1), respectively (0.621 \*\*, 0.630 \*\*, 0.546 \*\*) and all indicate the existence of positive and direct moral correlations, as the strongest relationship reached A correlation between the individual dimension and the content dimension, where the value of the correlation between them reached (0.630 \*\*), which is a good positive direct relationship, while the weakest correlation was between the individual dimension and the context dimension, as the value of the correlation between them reached (0.546 \*\*) and the value indicates the existence of a correlation This indicates that the individual dimension has a strong and significant relationship with all dimensions of strategic renewal.

3. Examining the third sub-hypothesis (there is a significant correlation between the organizational dimension and the dimensions of the strategic renewal).

The value of the correlation relationships between the (organizational) dimension and the (strategic renewal) dimensions were as shown in Table (1), respectively (0.713 \*\*, 0.737 \*\*, and 0.595 \*\*), all indicating the presence of positive and positive moral correlations, as they reached stronger A correlation relationship between the organizational dimension and the content dimension, where the value of the correlation between them reached (0.737 \*\*), which is a positive direct positive relationship, and the weakest correlation was between the organizational dimension and the context dimension, as the value of the correlation between them reached (0.595 \*\*), which is a good positive direct relationship. This indicates that the organizational dimension has a strong and significant relationship with all dimensions of strategic renewal.

4. Examining the fourth sub-hypothesis (there is a significant correlation significant for the technological dimension with the dimensions of strategic renewal)

The value of the correlation relationships between the (technological) dimension and the (strategic renewal) dimension were as shown in table (1), respectively (0.758 \*\*, 0.742 \*\*, and 0.576 \*\*), and they all indicate the presence of positive and positive moral correlations, as they reached stronger A correlation relationship between the technological dimension and after the operation, where the value of the correlation between them reached (0.758 \*\*), which is a very good positive direct relationship, while the weakest correlation was between the technological

dimension and the context dimension, as the correlation value between them reached (0.576 \*\*), which is a good positive direct relationship. This indicates that the technological dimension has an active and strong role with the dimensions of strategic renewal.

## **VI. Conclusions**

1. Knowledge sharing gives the members of the commission many opportunities that give them the ability to find solutions to the problems that sometimes face them at work.

2. Tourism and hotel organizations cannot excel and succeed unless they have a conscious management that believes in the importance of knowledge sharing and working with it.

3. The Authority's implementation of the knowledge-sharing strategy begins (with individuals and the organization's organizational structure and culture). Thus, knowledge sharing is an integrative approach that leads the tourism organization to renew its strategic business and achieve its goals.

## **VII. Recommendations:**

1. Maintaining the employees' possession of mutual experiences and knowledge in the field of accomplishing tasks and the ability to generate other suitable alternatives to help them solve the problems that they may direct as part of the implementation paths of the strategic renewal process.

2. Work to continuously develop the authority's infrastructure of programs, devices and networks to ensure its validity by contracting with other companies to equip the authority with all needs of devices, equipment and specialized cadres to train workers to use these devices and thus face the rapid developments and changes of information and communication technology.

3. Increase work to spread the culture of knowledge sharing in the authority by encouraging its employees to actively participate in conferences and practical seminars related to workers and their specializations, as well as allowing them to express their views to discuss and expand the information base they possess with attention to the means of communication to ensure the flow of information flow between organizational units Sections in the body.

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