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The Impact of Strategic Knowledge on Entrepreneurial Performance: An Analytical Research at the Ministry of Education in Iraq

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Abstract:

The current research aims to study the impact of strategic knowledge on the entrepreneurial performance of a sample of employees in the Iraqi Ministry of Education. Its importance lies in conducting research in the government educational sector. A purposive random sample of 175 individuals was selected based on a data collection questionnaire. Strategic knowledge includes four dimensions (strategic priorities, organizational environment, and organizational capabilities). Entrepreneurial performance addresses four dimensions (proactive planning, leadership indicators, innovation and creativity, efficiency, and effectiveness). The research highlights strategic knowledge in educational administrations to ensure the success of entrepreneurial performance in Iraqi educational institutions. The research problem revolves around the impact of strategic knowledge on entrepreneurial performance practices at the Ministry of Education in Iraq. The results indicate the need for the Iraqi Ministry of Education to adopt a strategic direction through the strategic knowledge of its directorates, which leads to developing the educational landscape and understanding the importance of the appropriate direction to achieve institutional entrepreneurial Performance .

Type of paper:- Research paper

Keywords: Strategic knowledge, Entrepreneurial Performance.

1.Introduction:

Organizations face the problem of environmental changes and how to keep up with these changes, especially the Iraqi Ministry of Education, as this ministry is considered the basic element in the educational system, through providing advanced and new educational services that keep pace with the changes that the world is witnessing to serve society. Modern strategies that rely on strategic knowledge are directed towards providing services to the public educational sector and depend on continuous improvement and development, and searching for means . In addition, using new strategies may achieve excellence and growth at work (Covin, 2014). There has become a new trend towards entrepreneurial performance that brings great benefits to the organization and society, by maintaining all means that contribute to achieve its pioneering performance in its field of work, and also working to enhance its position (Obata and Aruga, 2014). Therefore, strategic knowledge is the path that organizations must follow to remain able to keep pace with developments (Kim et al., 2015). The organization's interest in strategic knowledge management can contribute significantly to the organization's success in achieving its goals (Hamid and Faisal, 2022). Strategic knowledge is the skills that are used to control thinking, learning, and remembering. It provides the procedural knowledge and verbal information necessary for entrepreneurial performance. Overall, this research will address the theoretical framework of strategic knowledge, entrepreneurial performance, and its objectives (Werner and Desimone, 2012).

1.1 Literature review:

There are many studies discussed strategic knowledge :

Pappas (2001) explained that the strategic knowledge of both management managers and the social structure of the organization interact to achieve strategic innovation, and one of the most important results is that strategic knowledge is linked to the innovative activities of middle management.

Menkhoff et al. (2004) discovered that it is necessary to direct the organization's attention toward enhancing the skills of its employees in the field of information technology, focus on innovation processes, and benefit from them through individual and organizational learning. This interest can be transformed into effective practices that support organizations' strategies. In addition, companies can benefit from knowledge management tools by discovering the support provided to them by their managers

Al-Hamoudi (2010) explained that knowledge management plays a vital role in developing the organization's strategies, and can be improved by using the balanced scorecard to build an effective strategic knowledge management system. The strategy is divided into four groups: top management support, organizational structure, information storage and retrieval, and knowledge management for human resources management, ensuring a balance between external and internal, explicit and tacit knowledge.

Mustavez et al. (2023) pointed out that emerging companies effectively enhance their performance by exploring opportunities, while mature companies can benefit from their knowledge to internationalize and exploit opportunities. On the other hand, the collection and use of strategic knowledge in foreign markets by manufacturing and exporting companies contributes to a better organization of the capabilities necessary to take advantage of opportunities and ensure survival and success.

There are several studies discussed entrepreneurial performance :

For instance, Mahadea and Kabang (2019) explained that the impact of government institutions on entrepreneurial performance appears in the importance of government support for entrepreneurial companies in achieving economic growth. However, government regulations still exert a persistent negative impact on the performance of these companies, even when using different indicators.

Mohammed (2021) suggested that administrative empowerment contributes to enhancing entrepreneurial performance, as understanding the relationship between them allows organizations to realize the scientific and philosophical value of administrative empowerment, which reflects positively on enhancing entrepreneurial performance.

Al-Taie (2022) suggested that achieving administrative empowerment is considered a fundamental pillar for enhancing entrepreneurial performance in organizations, as this interaction effectively contributes to achieving scientific and philosophical values while pushing organizations towards improving entrepreneurial performance and enhancing their understanding in this context.

Burger et al. (2023) developed entrepreneurial performance as an essential organizational foundation for exploring the future, by recognizing the intrinsic value of academic discussions geared toward achieving successful competitiveness. The ability to exert positive influence is critical to the success of any startup in the early stages of the entrepreneurial journey.

Also, some studies linked between strategic knowledge and entrepreneurial performance:

For example, Zack et al. (1999) explained that strategic knowledge plays a prominent role in achieving outstanding performance in organizations, as entrepreneurial performance is affected by the dimensions of strategic knowledge. When top management is aware and possesses knowledge and resources in the field of entrepreneurship, it can achieve leadership, efficiently implement organizational strategies, and exploit opportunities thanks to available resources.

Li and Jun (2009) suggested that the organization seeks to form a leadership team in the field of strategic management, as the team focuses on enhancing the leadership performance of employees and contributing to improving the quality of public service provision.

The problem of this research is evident in light of the challenges resulting from the need for departments and employees to adopt strategic knowledge methods instead of traditional methods, to increase motivation towards bridging the gap in this field within the Iraqi work environment, especially in the Ministry of Education. The research context highlights these challenges through questions such as:

1. Do the Ministry of Education and its various directorates adopt a specific strategic direction? What is the level of understanding within the operating departments regarding the appropriate direction and the effectiveness of its implementation?
2. What is the level of entrepreneurial performance in the educational and administrative departments? How much interest is there in it and how is it implemented?

The main objective of the research is to investigate the relationship between strategic knowledge and entrepreneurial performance. In more detail, the research aims to achieve the following:

1. Understanding the nature of each research variable, strategic knowledge, and entrepreneurial performance, in terms of fundamental levels, dimensions, and stages within the researched ministry. Identify key elements and appropriate methods for implementation.
2. Identifying the nature and pattern of thinking prevailing among the entrepreneurial levels in the researched ministry to allocate appropriate procedures and practices that work to establish a culture of strategic knowledge and direct it towards pioneering performance within the ministry.

2. Material and Methods:

After defining the research problem and achieving its objectives, the descriptive analytical method was adopted in this research, where a questionnaire was used to collect the required data. Through this framework, scientific results were obtained that are considered a reference for the researchers to understand and analyze the current situation, and an accurate and detailed description of those results was provided to answer the research questions posed.

2.1 Research Tools:

The researchers relied on employing a questionnaire as the main method to collect information related to the practical aspect of this study. The five-point Likert scale Mazarah et al. (2012), which is among the most widespread methods and scales in the fields of management and social sciences, was implemented due to its accuracy and clarity.

2.2 Data Analysis Tools:

A variety of statistical methods, including programs such as SPSS-V28, Amos v.25, and Excel, were used to test and measure the research hypotheses. Emphasis was placed on the use of descriptive and inferential statistical values, including the use of correlation coefficients and simple and average linear regression to achieve the specified objectives.

2.3 The hypothetical chart:

A review of the literature on strategic knowledge and entrepreneurial performance has led to the development of a hypothetical research plan that has been according to the research problem and objectives. As in Figure 1 below:

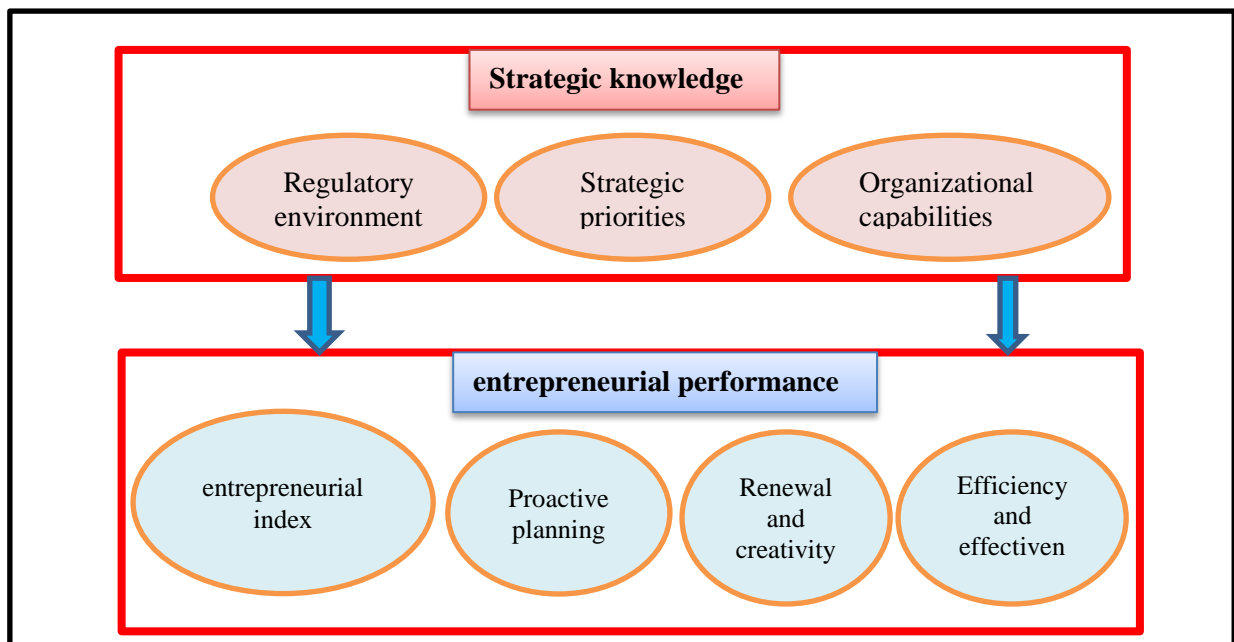


Figure1: The hypothesis framework

The source: prepared by the researchers.

2.4 Main and sub-research hypotheses:

The research hypothesis includes the following:

1. The main hypothesis: There is a significant effect of strategic knowledge on entrepreneurial performance and sub-hypothesizes as follows:
 - A. There is an effect of strategic knowledge dimensions on the entrepreneurial index.
 - B. There is an effect of strategic knowledge dimensions on proactive planning.
 - C. The third sub-hypothesis: There is an effect of strategic knowledge dimensions on innovation and creativity
 - D. There is an effect of strategic knowledge dimensions on efficiency and effectiveness.

2.5 Strategic knowledge :

Knowledge has received the attention of philosophers and thinkers for a long time, because of its important roles in human life in all its aspects (Mohammed et al.,2019), as the Greek philosopher (Aristotle) noted that knowing and understanding things do not require separation from the world of existence, and this does not require mixing ideas in purely rational proportions, but rather truth exists. Daston (2017) and Ishino(2000) pointed out that strategic knowledge and its effectiveness in organizations, especially in an accelerating dynamic environment characterized by continuous change. Bhavnani(2001) explained that there must be several means upon which the management of organizations depends to confront these variables, integrate with them, and exploit and invest in opportunities, and among them is strategic knowledge, which is defined as the science that works to know its scopes and goals. Data from the physical world represents the true meaning of strategy. Strategic knowledge is the key to its correct use, and it is difficult to obtain it automatically through knowledge of orders and duties only, but rather by benefiting from the clear compatibility between strategic knowledge and leadership knowledge. He explained in terms of importance that strategic knowledge has an important role in learning because it contributes to the use and acquisition of knowledge in a specific field. There must be sufficient data on strategic knowledge that can be relied upon (Alexander and Judy 1988). Strategic knowledge has a prominent role in raising the level of organizational knowledge, absorbing it, and transferring it to organizational performance, general organization, organizational efficiency, training, and providing value-added goods and services (Kim,2014).

2.5.1 The dimensions of strategic knowledge:

2.5.1.1 Organizational environment:

Kluyver and Pearce (2015) indicated that if strategies are ineffective, focus should be placed on changing the organizational environment to achieve better integration with the organization's goals. This includes examining the obstacles, information, and incentives of decision-makers and evaluating their impact on these decisions. This comes within the framework of many organizations' efforts to achieve sustainable development. Zhang et al.(2020) explained that achieving competitive advantage requires working within an environmental, organizational, and technological framework, where environmental, organizational, and technological readiness are proportionate and contribute to improve the organization's performance and enhance its competitiveness.

2.5.1.2 Strategic priorities :

Dess et al., (2012) indicated that focusing on strategic priorities plays an important role in concentrating the organization's strategic priorities, and this concentration in effort and resources provides the organization with a greater strategic focus and stronger competitive capabilities in other areas. Moreover, the mentioned focus can assist achieving short-term goals and action plans, improving efficiency and effectiveness, and reducing inappropriate behavior(Dess et al., 2012). Thompson et al. (2016) explained the organization's strategic priorities effectively assist improve strategy implementation and achieve strategic success when linked to all management process improvement tools.

2.5.1.3 Organizational capabilities:

The internal factors of the organization are among the most important strong points, as they are used to achieve competitive advantage and achieve proven results to improve performance, and their significant impact extends to organizational learning (Abdullah and Fendi, 2021).

2.6 Entrepreneurial Performance:

Entrepreneurial organizations are entities that contribute strongly to advancing economic development and raising national income, through their tireless pursuit of inventing goods and services, using advanced technology, developing markets, and creating job opportunities at the local or international level (Dawood, 2011). It believes that entrepreneurial performance is a dynamic process that requires the organization to possess capabilities, skills, knowledge, and experience that enable it to lead and manage its activities and direct them in a way that serves its interests by employing innovative ideas, calculating risks, and setting goals. The funds needed to invest in opportunities and avoid threats in a business environment surrounded by risks, challenges, and competition (Kufaine, 2014). The concept of entrepreneurial performance refers to the ability to innovate, accept risks, and identify and employ entrepreneurial opportunities. Entrepreneurial performance reflects organizations' ability to accept risks, innovate, and compete. Large, high-tech industrial organizations are complex, dynamic, and competitive environments, hence they need a great deal of flexibility and rapid response to maintain their leading performance (Hayton, 2003).

2.6.1 Dimensions of Entrepreneurial Performance :

2.6.1.1 The entrepreneurial index:

The entrepreneurial index provides an effective comparison in light of market fluctuations and demonstrates the performance of entrepreneurial companies that stand out with unique visions, which is reflected in superior growth indicators compared to non-entrepreneurial companies, from which investors widely benefit (Shulman, 2010). It also provides a comprehensive explanation of the nature of activities necessary to provide public services, supported by enterprise data. Moreover, it enhances understanding of entrepreneurship projects and enables decision-making, while helping to identify the strengths and weaknesses of the organization, which facilitates the implementation of policies to promote entrepreneurship in the field of public service provision (Al-Abidi, 2010).

2.6.1.2 Proactive planning:

Organizational planning consists of clarifying the desired goals in a specific field, while defining an effective and thoughtful strategy to achieve these goals efficiently and organized, according to the concept presented by (Masoom, 2014). The plan is a written document in which the organization's activities are formulated on an ongoing basis to make appropriate decisions (Samir, 2009). It explains that proactive organizations can be the first to introduce new products and services in the future and are therefore prepared to excel despite risks, as they introduce new research or processes, and this is considered important for creating new opportunities (Ambad et al., 2016).

2.6.1.3 Renewal and creativity:

Applying entrepreneurship strategies in contemporary organizations whether public or private) is a fundamental issue and a magic solution, as it achieves high performance that gives it a sustainable competitive advantage in a rapidly changing environment. Entrepreneurial organizations focus on organizational advantages and behaviors that lead to renewal and strategic innovation (He et al. 2020). In the same vein points out that creativity takes the form of new products, services, forms of organizations, or new markets, as creativity causes wide fluctuations in strategic management (Dawood, 2016).

2.6.1.4 Efficiency and effectiveness:

Jabr et al. (2012) stated that the efficiency of an organization means the extent of its success in exploiting the resources available to it, and it means reaching the specified goals and the presence of improvements in inputs, such as reducing costs and reducing time. Al-Adwani and Muhammad (2012) indicated that efficiency means the capability that enables an organization to achieve its objectives. Al-Mukhtar (2018) stated that an organization does the right thing to create the greatest value for the organization.

2.7 Descriptive analysis of research variable:

2.7.1 Description and diagnosis of the strategic knowledge variable:

The strategic knowledge variable obtained an overall weighted mean of 3.490 and was a high level with a deviation (0.715), while the coefficient of variation was 20.48% and the relative importance was 69.80%. Naturally, this confirms the sample’s agreement on what the variable includes at the level of “High at the level of the Ministry of Education, the study sample.

It is clear from Table 1 that the order of the sub-dimensions of strategic knowledge was as follows (organizational environment, resource mobilization, and organizational capabilities) according to the sample responses in the Ministry of Education, the sample of the study.

Table1 : Descriptive analysis results for the strategic knowledge variable

No.	Dimensions	The middle balanced	Standard deviation	The coefficient of variation	Relative importance	Ranking priority
1	Regulatory environment	3.537	0.854	24.16	70.74	1
2	Strategic priorities	3.473	0.796	22.93	69.46	2
3	Organizational capabilities	3.460	0.735	21.24	69.20	3
The overall weighted mean for the strategic knowledge variable		3.490	0.715	20.48	69.80	

The source: Prepared by the researchers based on the outputs of Microsoft Excel and SPSS programs.

2.7.2 Description and diagnosis of the strategic knowledge variable:

The entrepreneurial performance variable obtained an overall weighted mean of 3.490 and was a high level with a deviation of 0.715, while the coefficient of variation was 20.48% and the relative importance was 69.80%. Obviously, this confirms the agreement of the sample on what is included in the level dimension. Relatively high because it is higher than the hypothesized mean (3) degrees at the level of the Ministry of Education, the study sample.

It is obvious from Table 2 that the order of the sub-dimensions of entrepreneurial performance was as follows (innovation and creativity, proactive planning, entrepreneurial indicator, and efficiency as well as effectiveness) according to the sample responses in the Ministry of Education, the sample of the study.

Table2: Descriptive analysis results for the entrepreneurial performance variable

No.	Dimensions	The middle balanced	Standard deviation	The coefficient of variation	Relative importance	Ranking priority
1	Entrepreneurial indicator	3.423	0.819	23.91	68.46	3
2	Proactive planning	3.436	0.835	24.29	68.72	2
3	Renewal and creativity	3.483	0.795	22.81	69.66	1
4	Efficiency and effectiveness	3.402	0.828	24.34	68.04	4
The overall weighted mean of the entrepreneurial performance variable		3.490	0.715	20.48	69.80	

The source: Prepared by the researchers based on the outputs of Microsoft Excel and SPSS programs.

2.8 Hypothesis testing:

2.8.1 The main hypothesis test: There is a significant effect of strategic knowledge on entrepreneurial performance.

Figure 2 shows that there is a significant effect of the strategic knowledge variable on entrepreneurial performance, as it is clear that the value of the estimate of the standard parameter (the standard effect factor) reached (0.66). This means that the strategic knowledge variable affects the entrepreneurial performance variable by 66%. At the level of the Ministry of Education, the study sample, and thus the entrepreneurial performance variable will increase by 6% if the interest in strategic knowledge increases by one unit. We also note that the value of the impact factor is significant because of the value of the critical ratio (C.R.) shown in Table 3 The amount (11.598) is significant at the level of significance (P-Value) shown in the same table.

As it is certain from Figure 2, the value of the interpretation factor (R2) has reached 0.44. This means that the changes that occur in the entrepreneurial performance variable (44%) are due to changing strategic knowledge, and the remaining percentage (56%) is due to other variables.” Not included in the research model. This result indicates that there is a significant effect of strategic knowledge on entrepreneurial performance at the level of sample responses in the Ministry of Education.

Based on what was mentioned above, the main hypothesis can be accepted.

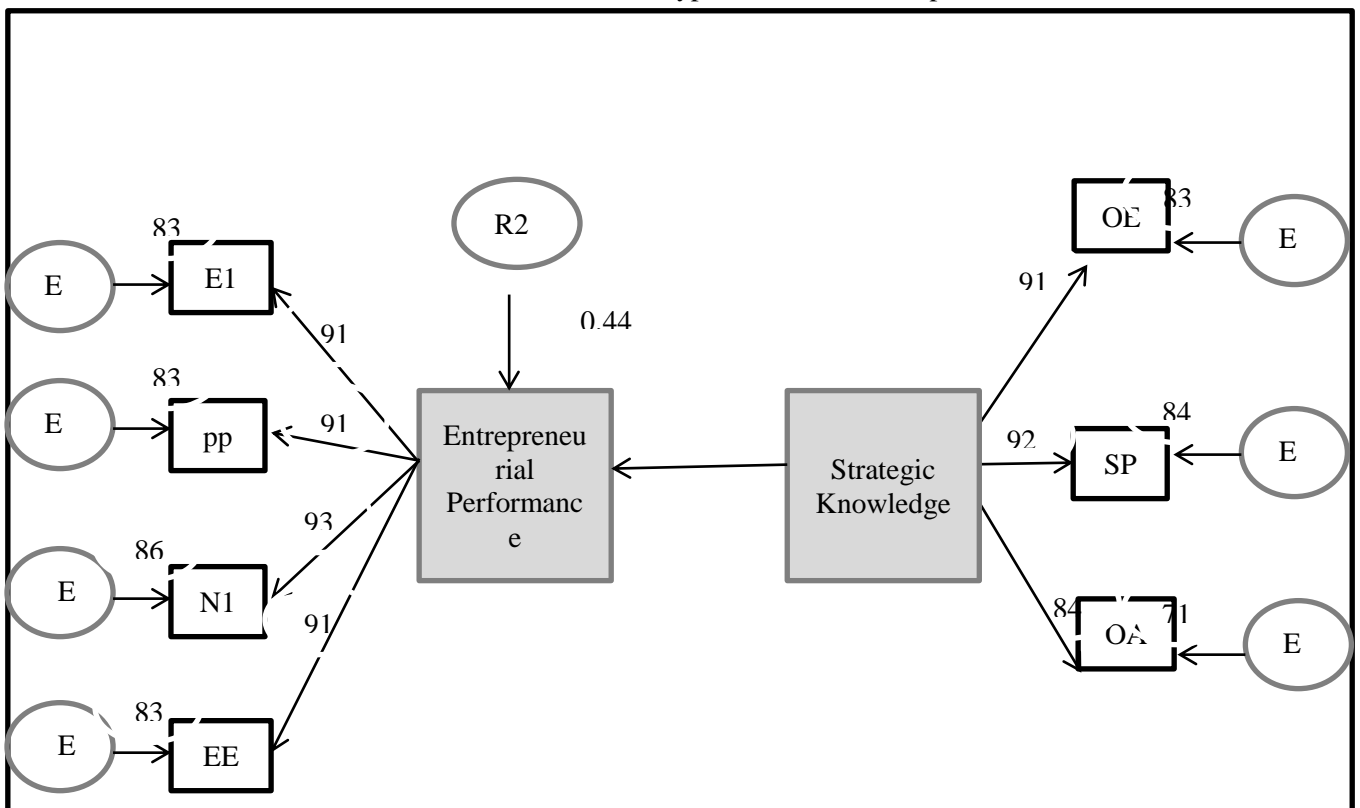


Figure2: The effect of strategic knowledge on entrepreneurial performance
The source: Amos V.25 program outputs

Table 3: Paths and parameters for testing the effect of strategic knowledge on entrepreneurial performance

Moral percentage	Critical ratio	Standard Error	Non-standard estimation	Standard regression weights	Tracks	
***	11.598	.059	.688	.660	Strategic knowledge	→ entrepreneurial performance
***	29.000	.037	1.079	.910	Strategic knowledge	→ OE
***	20.709	.042	.880	.843	Strategic knowledge	→ OA
***	30.339	.034	1.026	.917	Strategic knowledge	→ SP
***	28.844	.035	1.012	.909	Pioneering performance	→ PP
***	28.996	.034	.994	.910	Pioneering Performance	→ EI
***	33.352	.030	.986	.930	Pioneering performance	→ NI
***	29.467	.034	1.008	.913	Pioneering performance	→ EE

The source: Amos V.25 program outputs

2.8.1.1 The main hypothesis test indicates a statistically significant impact of strategic knowledge on entrepreneurial performance:

From Table 4, it is clear that the values of the critical ratio (C.R.) have recorded significant percentages in all dimensions, as their values reached 2.946, 2.051, and 2.102 at significant percentages of 0.003, 0.041, and 0.036 respectively, which are morally acceptable percentages because they are less than 0.05.

Table 4: Paths and Test Impact Parameters of the Strategic Knowledge Dimension on the Leadership Indicator Aspect.

Moral percentage	Critical ratio	Standard Error	Non-standard estimation	Standard regression weights	Tracks	
.003	2.946	.099	.292	.303	Regulatory environment	→ Leading indicator
.041	2.051	.098	.201	.187	Strategic priorities	→ Leading indicator
.036	2.102	.093	.196	.178	Organizational capabilities	→ Leading indicator

The source: Amos V.25 program outputs

2.8.1.2 Testing the second sub-hypothesis: There is a significant effect of the dimensions of strategic knowledge on proactive planning.

From Table 5, it is clear that the values of the critical ratio (C.R.) have recorded significant percentages in all dimensions, as their values reached 3.138, 2.173, and 2.049 at significant percentages of 0.002, 0.030, and 0.040 respectively, which are morally acceptable percentages because they are less than 0.05.

Table 5: Paths and parameters for testing the effect of strategic knowledge dimensions on the proactive planning dimension.

Moral percentage	Critical ratio	Standard Error	Non-standard estimation	Standard regression weights	Tracks	
.002	3.138	.096	.302	.307	Regulatory environment	→ Proactive planning
.030	2.173	.105	.228	.212	Strategic priorities	→ Proactive planning
.040	2.102	.095	.195	.174	Organizational capabilities	→ Proactive planning

The source: Amos V.25 program outputs

2.8.1.3 The hypothesis testing for the third sub-hypothesis states: There is a statistically significant impact of strategic knowledge dimensions on innovation and creativity.

From Table 6, it is clear that the values of the critical ratio (C.R.) have recorded significant percentages in all dimensions, as their values reached 2.039, 1.956, and 3.663 at significant percentages of 0.032, 0.041, and 0.000 respectively, which are morally acceptable percentages because they are less than 0.05.

Table 6: Paths and parameters for testing the impact of strategic knowledge dimensions on the innovation and creativity dimension.

Moral percentage	Critical ratio	Standard error	Non-standard estimation	Standard regression weights	Tracks	
.032	2.039	.093	.191	.204	Regulatory environment	→ Renewal and creativity
.041	1.956	.091	.178	.154	Strategic priorities	→ Renewal and creativity
***	3.663	.093	.339	.317	Organizational capabilities	→ Renewal and creativity

The source: Amos V.25 program outputs

2.8.1.4 The fourth sub-hypothesis test: There is a significant effect of strategic knowledge dimensions on efficiency and effectiveness.

From Table 7, it is clear that the values of the critical ratio (C.R.) have recorded significant percentages in all dimensions, as their values reached 2.029, 2.142, and 3.440 at significant percentages of 0.042, 0.032, and 0.000 respectively, which are morally acceptable percentages because they are less than 0.05.

Table 7: Paths and test parameters impact the dimensions of strategic knowledge on the efficiency and effectiveness aspects.

Moral percentage	Critical ratio	Standard error	Non-standard estimation	Standard regression weights	Tracks	
.042	2.029	.095	.194	.199	Regulatory environment	→ Efficiency and effectiveness
.032	2.142	.104	.222	.209	Strategic priorities	→ Efficiency and effectiveness
***	3.440	.094	.325	.292	Organizational capabilities	→ Efficiency and effectiveness

The source: Amos V.25 program outputs

3. Discussion of Results:

The strategic knowledge variable achieved a high level of importance according to the answers of the individuals surveyed, which indicates that the ministry seeks to update its strategic knowledge to deal positively, control its strategies, and achieve its goals by responding to developments and changes in the external environment. Moreover, the organizational environment dimension ranked first in terms of importance at the level of the strategic knowledge variable, which indicates the importance of supporting the internal organizational environment, improving the level of social relations, spreading a culture of creativity and innovation, and encouraging employees to cooperate, assist, and exchange professional experiences. Likewise, the strategic priorities dimension ranked second in terms of importance at the level of the strategic knowledge variable, which indicates the importance of developing the priorities of the ministry to meet the diverse needs and desires of beneficiaries. Add to that its endeavor to develop its directorates spread across the governorates, the reality of educational institutions, and the development of school curricula. Furthermore, the organizational capabilities dimension achieved third place in terms of its importance within the dimensions of strategic knowledge. This indicates that the ministry seeks to achieve the best investment in its available organizational capabilities and seeks to control the educational fields and provide a better level by searching for new capabilities and presenting positive ideas that would motivate its staff to achieve the best level of performance.

Additionally, the pioneering performance variable received a high level of interest according to the answers of the individuals surveyed, which confirms that the ministry seeks to achieve pioneering levels of performance that meet the ambitions of its employees and directorates, especially about following up on updating the school curricula and responding to the rapid developments in educational technology and methods of providing educational service. Besides, the dimension of innovation and creativity ranked first in terms of its importance within the dimensions of entrepreneurial performance.

This indicates that the ministry works to encourage employees to present creative ideas for developing administrative work and urges the various committees to develop academic curricula and benefit from ideas for renewing infrastructure and expanding new projects. Also, the proactive planning dimension ranked second in terms of its importance within the dimensions of entrepreneurial performance. This indicates that the ministry seeks to develop proactive plans to determine its needs for educational staff, and it makes realistic predictions according to the capabilities it has available about future events and how these predictions can be developed by studying reality more seriously.

Finally, it has been shown that there is a direct and significant effect of strategic knowledge on entrepreneurial performance. This indicates that the ministry is interested in the strategic knowledge of its leaders and constantly updating it by encouraging them to cooperate and participate in performing job tasks, exchanging opinions and discussions, and presenting new ideas for developing educational work, which will have a direct impact on improving the level of entrepreneurial performance.

4. Conclusions:

The concerned ministry in this study expresses its efforts in comprehensive care for the organizational environment, through providing the basic requirements for work in the ministry and its affiliated directorates, supporting its employees by equipping them with new knowledge, offering learning and development opportunities, and organizing training courses aimed at enhancing their expertise and skills, to update curricula and improve educational services. The ministry, as indicated by the research, seeks to focus its efforts on its strategic priorities, emphasizing the achievement of its strategic and organizational goals, and implementing its plans and policies to update curricula and keep pace with developments in the field of education. It aims to enhance the skills of its educational and administrative staff and to monitor and adapt to environmental changes. However, this effort requires increased activation to ensure the implementation of strategic priorities in line with and in harmony with the increasing requirements of change in the educational and educational environment. The study indicates the ministry's interest in providing a foundation of cognitive capabilities, enabling it to formulate its strategies and provide new organizational resources to enhance its future potential, and continually directing its internal operations to improve its skills and knowledge, while keeping pace with developments in the field of education.

The ministry seeks to improve its performance by introducing new and effective ideas, supporting field procedures, especially about developing employees' skills and encouraging various directorates to support the efforts of educational and pedagogical staff in developing their academic levels, through holding scientific seminars, conferences, and field workshops. The Ministry seeks to prepare for all future requirements and prepare the necessary requirements to confront environmental changes and developments in educational education. It is working to adopt proactive strategies instead of the event occurring and responding to it to ensure the achievement of the set goals and to achieve a pioneering performance in providing its educational services. The Ministry seeks to some extent to achieve good levels of efficiency and effectiveness by improving the level of its outputs based on its available inputs. This requires calculating the value generated from work and employee productivity and how to benefit from modern applications and technology to achieve the goals of the educational process, reduce overall costs and enhance the level of benefits achieved. In improving the quality of educational services provided to students.

Authors Declaration:

Conflicts of Interest: None

-We Hereby Confirm That All The Figures and Tables In The Manuscript Are Mine and Ours. Besides, The Figures and Images, Which are Not Mine, Have Been Permitted Republication and Attached to The Manuscript.

- Ethical Clearance: The Research Was Approved By The Local Ethical Committee in The University.

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تأثير المعرفة الاستراتيجية في الأداء الريادي : دراسة تحليلية في وزارة التربية العراقية

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مستخلص البحث

يهدف البحث الحالي إلى دراسة أثر المعرفة الاستراتيجية على الأداء الريادي لدى عينة من العاملين في وزارة التربية العراقية. وتكمن أهميته في إجراء البحوث في القطاع التعليمي الحكومي. تم اختيار عينة عشوائية قصدية مكونة من 175 فرداً بناءً على استبيان جمع البيانات. وتشمل المعرفة الاستراتيجية أربعة أبعاد (الأولويات الاستراتيجية، والبيئة التنظيمية، والقدرات التنظيمية). ويتناول الأداء الريادي أربعة أبعاد (التخطيط الاستراتيجي، مؤشرات القيادة، الابتكار والإبداع، الكفاءة، والفعالية). يسلط البحث الضوء على المعرفة الاستراتيجية في الإدارات التربوية لضمان نجاح الأداء الريادي في المؤسسات التعليمية العراقية. تتمحور مشكلة البحث حول أثر المعرفة الاستراتيجية في ممارسات الأداء الريادي في وزارة التربية والتعليم في العراق. وتشير النتائج إلى ضرورة قيام وزارة التربية العراقية بتبني التوجه الاستراتيجي من خلال المعرفة الاستراتيجية لمديرياتها، مما يؤدي إلى تطوير المشهد التربوي وفهم أهمية التوجه المناسب لتحقيق الأداء القيادي المؤسسي.
نوع البحث: ورقة بحثية.

المصطلحات الرئيسية للبحث: المعرفة الاستراتيجية، الأداء الريادي.