



## The Role of Knowledge Makers in Building the Capabilities of Ingenious Organizations

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**Abstract:** Contemporary organizations are interested in their knowledge makers, as they are an important and essential component in building the organizations' Ingenious capabilities and their contribution to relative stability. The study of this research came to reveal the role of knowledge makers in the extent to which they enhance the capabilities of the skilled organizations at the University of Misan, based on two main hypotheses revolving around the dimensions of Implicit to the main variables, by applying it to senior administrative leaders using the measurement tool (questionnaire) and the programs (SMART PLS, SPSS) and using the descriptive analytical approach. The research reached important conclusions, including that there is a positive and direct correlation and a moral impact relationship between knowledge makers and Ingenious organizations. This is explained by the fact that interest in knowledge makers leads to an increase in enhancing the capabilities of Ingenious organizations through attention to intellectual capabilities, searching for and analyzing information, creativity, and innovation, and there were several recommendations. The most important of which is the need to enhance the awareness of the senior leadership at the University of Misan of the importance of Ingenious organizations and their dimensions, including contextual prowess and immediate prowess, and to explore opportunities to enhance these capabilities and reach an Ingenious organization that focuses on what is new, organizes the organizational components in the university and relies on flexibility and speed in detecting and exploiting available opportunities

**Keywords:** knowledge makers, Ingenious organizations.

### Theoretical framework

#### First: the research problem

The research problem consisted of the following questions: -

1. Does the University of Misan adopt knowledge-making components to build the capabilities of its brilliant organizations?
2. Do the components of knowledge makers (intellectual capabilities, information search and analysis, creativity, and innovation) have a role in building the capabilities of brilliant organizations at the University of Misan?
3. What is the nature of the relationship and impact between knowledge makers and brilliant organizations at the University of Misan?



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

The importance of the research was that it touched on an important topic, which is knowledge makers and the requirements they have to bring organizations to excellence. The importance of the research here is represented by the following:

1. The scarcity of topics that addressed the link between research variables represented by knowledge makers and brilliant organizations
2. The research focuses on the necessity of using and focusing on the components of knowledge makers because of their role in building the capabilities of smart organizations.
3. The research addressed two great topics that represent the core focus of administrative leaders: knowledge makers and brilliant organizations, because of their contribution to achieving many positive trends.

### **Third: Research objectives**

1. Determine the essential role of the knowledge makers variable in building the capabilities of brilliant organizations that have the potential to innovate and keep pace with development.
2. Determine the correlation and impact between the knowledge makers and skilled organizations variables.
3. Reaching conclusions and recommendations that contribute to convincing administrative leaders of the importance of the role of knowledge makers in building the capabilities of brilliant organizations.

### **Fourth: Hypothetical chart**

The requirements of the field study for research, and the treatment of the research problem, require giving a hypothetical outline for the research, which aims to explain the quality and nature of the statistical relationship between the research variables. The researcher in this research relied on only two variables, namely the independent variable and the dependent variable, as the variable represents the future knowledge makers, while The dependent variable represents brilliant organizations, and the research chart is shown in Figure (1):

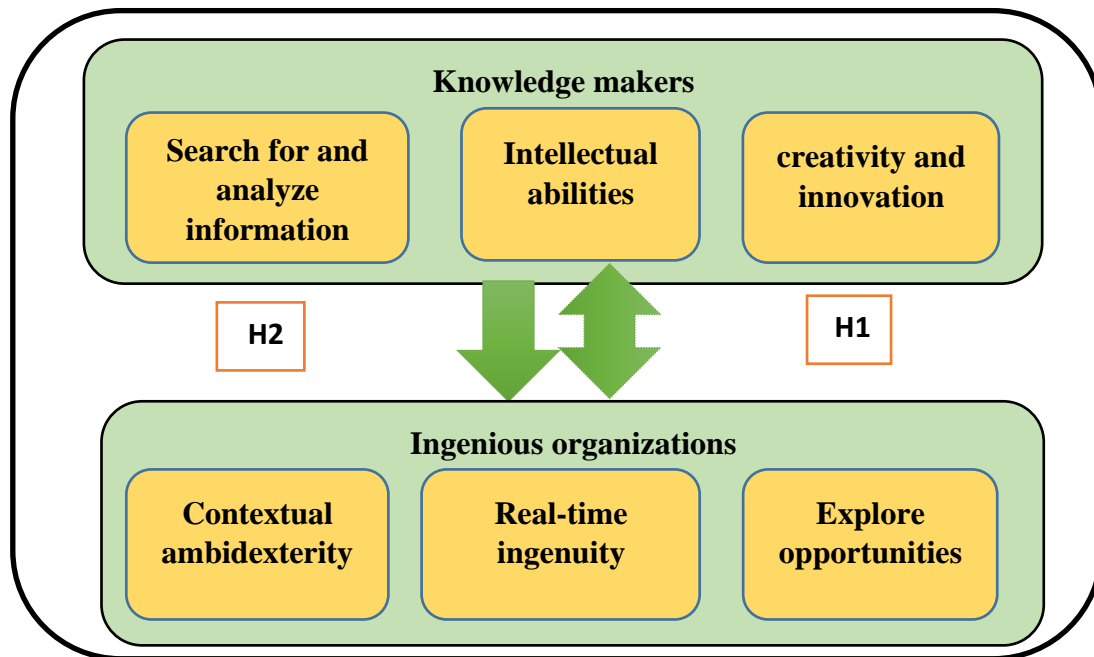


Figure (1) research chart

### Fifth: Research hypotheses

In light of the overall view of the research and the hypothetical scheme, the following hypotheses were formulated:

**The first main hypothesis (correlation hypothesis):** There is a significant correlation between knowledge makers, with its components (creativity and innovation, intellectual capabilities, information search, and analysis) and building the capabilities of Ingenious organizations in the researched university.

**The second major hypothesis (impact hypothesis):** There is a significant impact relationship between knowledge makers, with its components (creativity and innovation, intellectual capabilities, and research and analysis of information) and building the capabilities of Ingenious organizations in the researched university.

### Sixth: Limits of research

The research limits consist of the following:

- 1- Time limits: The period for completing the research is limited to (1/8/2022) to (1/10/2023).
- 2- Objective boundaries: These boundaries were represented by the subject of the research variables, which are knowledge makers, and 1- Time limits: The period for completing the research is limited from (1/8/2022) to (1/10/2023).
- 2- Objective boundaries: These boundaries were represented by the subject of the research variables, which are knowledge makers and brilliant organizations.



3- Human limits: The human limits were represented by the senior administrative leadership at the university surveyed, including deans, assistants, department heads, and their rapporteurs.

### **Seventh: The research population and sample**

The research community was represented at the University of Maisan, which is one of the public universities, and a purposive sample was selected from senior administrative leaders, including deans, assistants, department heads, and rapporteurs. The statistical sample settled after retrieving the questionnaires suitable for measurement (64) individuals.

### **The second topic the theoretical side**

#### **First: knowledge makers**

The concept of knowledge makers focuses on a group of workers who have different capabilities that qualify them to acquire knowledge and then apply it, whether theoretically or in the field, as they have superior capabilities in the field of knowledge that they use in their field of work (Chipunza & Kabungaidze, 2012: 138).

They also represent the intellectual capital in organizations, and they give the knowledge they gain, such as planning, acquiring, organizing, and developing, for the benefit of the organization by participating (Zhaohui & Huan, 2011:478), and their field of work is based on providing products characterized by producing information, then processing it, and sharing it with specialists (Wang, 2012:33). They have qualifications that enable them to continuously learn, which is the advantage of smart organizations, as well as the use of information technology in their field of work (Nätti&etal, 2012:296).

These knowledge makers benefit from the process of sharing knowledge with other organizations by focusing on knowledge makers in developing other organizations (Park et al., 2018, 86).

#### **□ Dimensions of Knowledge Makers**

- **Intellectual capabilities:**

**Intellectual capabilities** are considered essential resources in addition to experience in other organizations. Every worker in the field of administrative thought possesses superior intellectual qualifications, and the concept of intellectual work leads to creativity and radical problem-solving instead of performing routine methods (Costas & Karreman, 2016:64), Intellectual capabilities are defined as the mechanism for using data, information and experiences that contribute, even if reasonably, to answering questions or solving intellectual problems. It is a skill that every employee in his field of work relies on and leads to creating knowledge, avoiding or reducing the risks of decisions, as well as contributing to increasing... Opportunities for creativity and allowing employees to evaluate the extent of expected risks (Óskarsdóttir & Oddsson, 2017:11).

- **Searching for and analyzing information:**

Searching for and analyzing information requires every organization to recognize the important role of information management, which has a fundamental role in the success of every organization, and the leadership role played by knowledge makers is focused on searching for information and then monitoring and compiling it, after which the appropriate decision is taken. It also requires benefiting as much as possible from the full capabilities of technical methods in information technology (Rehman, 2014:89).



Knowledge creators must carry out the process of collecting information from its sources and then work to disseminate it effectively and efficiently within the organization, to develop the capabilities and skills that help achieve the organization's goals and objectives. (Reinhardt & Others, 2011:158)

- **Creativity and Innovation:**

Creativity is a mental and intellectual process that is not simple, it is complex and helps generate modern ideas and concepts, and the scientific concept of creativity includes two basic aspects, which are the concepts of thinking and production, and scholars in the field of management confirm that creativity is linked to knowledge.

Innovation is the ability of an individual or organization to get rid of ordinary thinking and follow a new and unconventional way of thinking, relying on the intellectual capabilities of knowledge creators, to create new products and services that do not exist, and this helps the organization in competing (Margaryan & Others, 2011:568), and that innovation It is the organizational culture that reflects the organization's aspiration for new intellectual methods and is characterized by an approach to focusing on risky ideas and proactive activities (Zainul & Others, 2016:2).

Creativity and innovation are considered essential pillars that contribute to future growth and development. In addition to their contribution to increasing exports, creative industries make a new contribution to society and the organization, which is characterized by free work, autonomy, and flexibility, as well as a highly educated workforce (Cvetković & Miličković, 2016:152).

- **Second: Ingenious organizations**

An ingenious organization is an organization of administrative formations that can solve the problems that arise from organizational structures in a way that facilitates the process of creativity and innovation in all future administrative paths, as well as enables the organization to confront internal conflict. (Simsek, 2010: 600)

It is an organization that has the capability to early explore opportunities and work to invest in them effectively before other competitors, through contemporary technologies, searching for new markets, and developing the field of administrative work by adding advanced flexibility in administrative procedures. (Tushman, 2013: 2)

An ingenious organization is defined as an organization that relies on knowledge through effective investment of the knowledge it possesses and monitoring and discovering new knowledge (Tempelaar, 2010: 27-28),

- **Dimensions of ingenious organizations**

- **Contextual ambidexterity:**

It represents one of the most important capabilities of ingenious organizations that individuals depend on, as it revolves around achieving harmony and adaptation in accessing available opportunities and achieving a balance between them and the threats they face, by relying on several behavioral and organizational methods. Contextual ambidexterity depends on encouraging workers to The organization can make decisions that suit their working hours in the organization and adapt to it. It is defined as the ability of other organizations to work within an organizational context in managing their daily and usual work in a way that adapts to future aspirations and environmental changes. (Reilly & Tushman, 2010: 10)

(Ubeda-Garcia et al, 2020: 365) defines it as a highly ingenious organizational context characterized by high interaction between the system and trust, based on the process of balancing between the means of exploring opportunities and exploiting them.



- **Real-time ambidexterity:**

(Blarr,2012:67) defines it as an integrated and organized process based on generating a fusion of organizational components whose goal is exploration and then exploitation, which focuses on time and organizational components, and the components that focus on exploitation are centralized and have restricted competencies and knowledge that are narrow. While the exploratory components are not based on centralization and have high flexibility and broad cultures, and given the organizational separation of the components, other organizations need procedural coordination to coordinate the various components on which joint operations are based, which includes the proposed processes and methods for coordinating communication between the exploitative and exploratory components. (Huang & Kim, 2013: 934)

- **Exploring opportunities:**

Pai (2007: 25) defines them as the capabilities possessed by organizations that enable them to constantly adapt to available and future opportunities and to be fully prepared for volatile market changes, which in turn lead to the emergence of new competitive markets, new methods of promotion and distribution channels, and to To explore opportunities efficiently and effectively, new and highly flexible knowledge and methods that differ from previous ones must be available.

Because the environment in which all organizations operate is exposed to the threats of environmental volatility and change and is uncertain, they rely on the external environment to explore and seize opportunities.

(Looy et al, 2006: 5) shows that activities that aim to explore new opportunities for creativity and innovation in production to reach new products such as goods and services, and also lead to creativity in knowledge and ideas through expansion in the field of research and development and horizons of study and intellectual interest, are A future step towards achieving what is modern and contemporary.

### **The third topic The practical side**

#### **First: Test the measurement tool**

This test aims to measure the validity and reliability of the measurement tool used, and the modeling method based on least squares “PLS-SEM” was relied upon. This advanced test relies on four essential criteria, which are: (Hair et al., 2017)

1- Cronbach’s alpha coefficient: The minimum will be set at (0.7).

2- Composite stability: The minimum will be set at (0.7).

3- The extent of paragraph saturation: The minimum saturation level will be adopted at (0.7).

4- Average Variance Extracted (AVE): The minimum will be set at (0.5).

The results of testing the measurement tool were obtained after relying on the (Smart PLS) program and are shown in Table (1) shown below



Table No. (1) Test of validity and reliability

Dimensions	Paragraphs	The extent of saturation	Cronbach's alpha coefficient	Composite stability	Average variance extracted (AVE)
<b>Independent variable (knowledge makers)</b>					
<b>Intellectual abilities</b>	1	0.701	0.72	0.77	0.60
	2	0.784			
	3	0.802			
	4	0.815			
	5	0.704			
<b>Search for and analyze information</b>	6	0.752	0.75	0.70	0.55
	7	0.803			
	8	0.721			
	9	0.789			
	10	0.80			
<b>creativity and innovation</b>	11	0.758	0.79	0.73	0.51
	12	0.772			
	13	0.821			
	14	0.771			
	15	0.810			
<b>Dependent variable (ingenious organizations)</b>					
<b>Contextual ambidexterity</b>	16	0.745	0.74	0.78	0.58
	17	0.728			
	18	0.775			
<b>Real-time ingenuity</b>	19	0.777	0.79	0.77	0.52
	20	0.791			
	21	0.893			
	22	0.706			
<b>Explore opportunities</b>	23	0.771	0.79	0.73	0.54
	24	0.810			
	25	0.821			
	26	0.771			

Source: Prepared by the researcher based on (Smart PLS)

From what appeared in the table above and according to the modeling table, it was found that all items of the scale have appropriate validity and reliability for both variables.

### Second: Analyzing the responses of the research sample

The table below shows us the statistical description of the research sample's responses, as follows:

- The first variable called “knowledge makers” got first place with a mean higher than the mean of the variable “skillful organizations” with a statistical number of (3.62).
- The independent variable (knowledge makers) was followed by the third dimension called creativity and innovation at the first level, with an arithmetic mean of (3.83), a standard deviation of (0.69), and a good coefficient of variation of (16.430), while the other dimensions came after it with the dimension (searching for and analyzing information) ) is ranked second, and the dimension (intellectual abilities) is ranked third.
- The dependent variable (ingenious organizations) ranked first with a coefficient of variation of (13.901), a statistical mean of (3.64), and a standard deviation of (0.85), while the first dimension (contextual ingenuity) ranked third, and the third dimension (Exploring opportunities) ranked second.

**Table (2) Statistical description of the research sample's responses**

	The main variables and their dimensions	Arithmetic mean	standard deviation	Coefficient of variation	Relative importance
Independent variable	Knowledge makers	3.62	0.92	16.081	the first
	Intellectual abilities	3.64	0.80	22.750	3
	Search for and analyze information	3.69	0.87	19.077	2
	creativity and innovation	3.83	0.69	16.430	1
Dependent variable	Ingenious organizations	3.50	0.89	19.800	the second
	Contextual ambidexterity	3.60	0.79	18.090	3
	Real-time ingenuity	3.64	0.85	13.901	1



	<b>Explore opportunities</b>	<b>3.49</b>	<b>0.99</b>	<b>17.024</b>	<b>2</b>
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### Third: Testing the research hypotheses

1- Testing the correlation hypothesis: To know the relationship between the main variables and the sub-dimensions of the hypothesis that relate to the correlation, Spearman's coefficient will be relied upon to measure the strength and direction of the correlation relationship and judge the hypothesis by acceptance or rejection, as shown in Table No. (3) below as follows:

We note from Table (3) that the value of the correlation between the knowledge makers variable and the ingenious organizations variable, as extracted by Spearman's coefficient, amounted to (0.587). This indicates the existence of a direct correlation between knowledge makers and enhancing the capabilities of ingenious organizations, and at a level of significance (0.00), that is, with confidence. Very high, and in turn the value of the Spearman coefficient for the relationship of the first variable with the dimensions of the dependent variable, according to their sequence, respectively, is as follows (0.522) (0.560) (0.498), and with a direct correlation as well, and this leads to a decision to accept the first main hypothesis, which states: ((There is A significant correlation relationship at the level ( $\alpha \leq 0.05$ ) between knowledge creators and its components: creativity and innovation, intellectual capabilities, information search and analysis, and building the capabilities of Ingenious organizations in the university under study).

Table No. (3)  
Correlation test using the Spearman tool

Hypotheses		Variables		Spearman correlation coefficient	Significance level
		The Independent	Dependent variable		
Sub	1	Knowledge makers	<b>Contextual ambidexterity</b>	0.522**	0.00
	2		<b>Real-time ingenuity</b>	0.560**	0.00
	3		<b>Explore opportunities</b>	0.498**	0.00
Main		Knowledge makers	<b>Ingenious organizations</b>	0.587**	0.00(

**2-Testing the Impact Hypothesis:** This test measures the extent of the influence of the independent variable on the dependent variable by using a simple linear regression equation to determine the extent to which there is a significant influence of knowledge makers on enhancing the capabilities of ingenious organizations, as in Table No. (4) below, are my agencies:

We notice from Table No. (4), which shows the test of the influence hypothesis, that the value of the F-test in terms of the extent of the influence of knowledge makers on enhancing the

capabilities of Ingenious organizations is (30.509) and at a level of (0.00), all of which indicates the presence of a significant influence of knowledge makers. Knowledge in ingenious organizations, while the value of the beta regression coefficient was (0.717), which is a value in which the ingenious organizations variable increases by its magnitude when the knowledge makers variable increases by one unit. From what was shown in the table and the conclusions mentioned above, it is clear to us that there is a significant effect. Statistics on knowledge makers in brilliant organizations, lead us to decide to accept the impact hypothesis, which states (that there is a significant impact relationship between knowledge makers and its components (creativity and innovation, intellectual capabilities, information search and analysis) and building the capabilities of Ingenious organizations in the university investigated)

Table No. (4)  
Impact hypothesis testing

Hypotheses	Variables		F-test	Significance level	Beta regression coefficient	The coefficient of determination R <sup>2</sup>
	The Independent	Dependent variable				
Sub	1	Knowledge makers	Contextual ambidexterity	18.540	0.00	0.920
	2		Real-time ingenuity	6.201	0.00	0.482
	3		Explore opportunities	14.802	0.00	0.749
main	Knowledge makers	Ingenious organizations	Ingenious organizations	0.00	0.717	0.343

### The fourth section

### Conclusions and recommendations

#### First: Conclusions

1. It is clear from the practical aspect that there is a high interest by the sample studied in the variable of knowledge makers and in highlighting the fact that it represents a fundamental resource at the University of Maisan, and it requires attention and an attempt to be sustained.
2. The University of Maisan and its senior administrative leadership are interested in the concept of ambidextrous organizations and its dimensions from contextual ambidexterity, immediate ambidexterity, and exploring opportunities because of their importance in helping the university organize its work, reach organizational components, and seize available opportunities as quickly as possible.
3. It is clear to us from the practical side that there is a positive and direct correlation and a moral impact relationship between knowledge makers and brilliant organizations. This is explained by the fact that interest in knowledge makers leads to an increase in enhancing the capabilities of



brilliant organizations through attention to intellectual capabilities, searching for and analyzing information, creativity, and innovation.

4. The creativity and innovation dimension of the knowledge makers variable, and the immediate prowess dimension of the ingenious organizations variable, obtained high relative importance. This indicates the university's interest in processes that involve creativity and what is innovative and new, and interest in organizational components.

### Second: Recommendations

1. Increase the interest of senior management in knowledge makers and its dimensions, and provide the appropriate environment and the material and technical capabilities to increase the intensity of important knowledge makers provided by knowledge creators, which contributes to achieving the goals and mission of the university.
2. The need to enhance the awareness of the senior leadership at the University of Maisan of the importance of Ingenious organizations and their dimensions from contextual prowess and immediate prowess and exploring opportunities to enhance these capabilities and reach an Ingenious organization that focuses on what is new and organizes the organizational components in the university and relies on flexibility and speed in detecting and exploiting available opportunities.
3. Exploiting the connection and impact between knowledge makers and Ingenious organizations and trying to strengthen this relationship to enhance the capabilities of brilliant organizations because knowledge makers represent a source of knowledge, creativity, and innovation and the important role they play in enhancing the capabilities of Ingenious organizations.
4. Increasing the interest of the senior leadership at the University of Maisan in creativity and innovation through support for creative and innovative individuals, supporting them financially, as well as training them to invest in a good manner, and enhancing intellectual capabilities because of the investment they provide in creative ideas and the creation of the required knowledge.

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# Czech

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