

The Role of Cognitive Assimilation of Human Resources in Strategic Performance: Exploratory Research at the Higher Institute for Security and Administrative Development¹

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ABSTRACT

The main idea of the research is embodied in the researcher's attempt to diagnose the role played by the cognitive assimilation of human resources in enhancing strategic performance through the correlation and influence relationships that combine these two variables, as knowledge is the main engine for all activities and operations carried out by the organization, so it is necessary to pay attention to providing it and achieving assimilation Of them, strategic performance also constitutes the natural reflection of the successes achieved by contemporary organizations. The research problem was represented by asking a major question, which is does the administration within the Higher Institute for Security and Administrative Development realize the importance of employing knowledge absorption in enhancing their strategic performance? The importance of research is also divided into three areas. Theoretical, applied and societal. In order to achieve the objectives of the research, the researcher adopted the analytical descriptive approach in completing it with its theoretical and applied aspects. The researcher also designed a questionnaire according to a number of ready-made scales, which was distributed to a sample of (108) individuals working at the Higher Institute for Security and Administrative Development, and a set of statistical tools were used in processing the research data, which are available in the ready-made statistical programs (SPSS.V21, AMOSE, EXCEL), and among the most prominent results that came out In the research, there is a significant statistically significant effect of the knowledge accumulation of human resources in the strategic performance. Nevertheless, the researcher recommended the need for the organization in the field of application to look at the experiences of developed countries in the field of investing the results of knowledge absorption of human resources in enhancing its strategic performance and trying to transfer its successes to the Iraqi environment.

Keywords: *cognitive absorption; human resources; strategic performance.*

THE INTRODUCTION

Knowledge constitutes one of the important resources that the organization possesses and excels on its basis when implementing its own activities and operations, as knowledge includes a set of facts, ideas and important information that can contribute to the development and development of its human resources, and perhaps the knowledge absorption of human resources is one of the tools that can be used It is used to disseminate and distribute knowledge to workers within the various organizational levels. Researchers and writers have also been interested in studying the strategic performance as one of the indicators that shows the organization's ability to implement its own strategic direction, and the strategies necessary to achieve its goals and objectives within the boundaries of the surrounding environment. The organization, which is the financial perspective that refers to the organization's ability to use a set of procedures and

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indicators, in managing and investing its financial resources to achieve the intended results. And the customer's perspective, which refers to the organization's ability to use a set of procedures and indicators, to meet the needs and desires of its clients and beneficiaries of its services in a manner that is consistent with their expectations. And the perspective of internal operations, which refers to the ability of the organization to use a set of procedures and indicators, to achieve the expected levels of performance by investing the resources available to it with planned efficiency, and the perspective of growth and learning, which refers to the ability of the organization to use a set of procedures and indicators, to enhance the ability of its human resources to learn. successive developments and then enhance their ability to find and innovate new and unfamiliar ways of working. Accordingly, the researcher relied on the cognitive assimilation of human resources as an explanatory variable, to identify its role in raising the level of strategic performance with its four indicators as a dependent response change. And simple linear regression, after processing the data obtained by conducting a questionnaire at the Higher Institute for Training and Development of the Ministry of Interior.

THE FIRST TOPIC: RESEARCH METHODOLOGY

First: The Research Problem

Organizations of all kinds have become measured by their knowledge absorption, so it is the responsibility of the managers of these organizations to provide a set of services and focus on cognitive absorption as a knowledge outcome, as it represents long experience and high technical skills accumulated over periods of time on which the state spends huge amounts of money due to the need to develop its human resources. Strategic performance is one of the indicators that show the extent of the organization's success in achieving its goals and raising the level of successes achieved, using a set of financial and non-financial indicators. As the researcher sees through his acquaintance with the researched organization and conducting a brief questionnaire about the research variables, in addition to being an employee of the Ministry of Interior and has service exceeding (15) ten years, that it needs to employ human energies with knowledge absorption in appropriate jobs because it greatly helps creativity and innovation And the development of the future skills of that organization, and this in turn leads to the development of strategic plans in the right direction and leads to a high strategic performance within the organizations through the integration of the new knowledge of its human resources and its absorption in a new way and then sharing it with others in order to raise the level of growth and learning, through the investment of its resources Financial and continuous development of internal operations to show outputs or services of high quality to the beneficiaries of its services and fulfill their demands, and that without employing the human resource properly leads to deviations and its inability to keep pace with environmental developments, which generates weakness in strategic performance, so the research seeks to answer the main question The following (Does the administration within the Higher Institute for Security and Administrative Development realize the importance of employing knowledge absorption in enhancing their strategic performance).

Second: The Importance of Research

After defining the research problem, it is necessary to identify the two most important areas through which the importance of research emerges in its theoretical and applied aspects, in order to develop a clear vision for a researcher to carry out her research on the ground in the Iraqi environment, which can be divided into three aspects:

1. **Theoretical Importance:** The importance of the theoretical research is evident in the framework of its variables that constitute contemporary concepts in the field of strategic management and human resource management, which are (cognitive absorption of human resources and strategic performance), as the researcher will work on formulating a set of knowledge foundations related to it through his knowledge of Scientific references and on the face of contemporary foreign renewal, as the studies that tried to combine these two variables according to the knowledge of the researcher are still characterized by scarcity at the level of Arab studies and the Iraqi environment in particular, and therefore the theoretical importance of the research stands out in the researcher's attempt to fill the deficiency that the Iraqi library suffers from in this field.

2. **Applied Importance:** The researcher's practical importance is highlighted in the researcher's attempt to provide a set of solutions to address the problems that Iraqi organizations suffer from, specifically the Higher Institute for Security and Administrative Development in the field of employing knowledge absorption of human resources to enhance strategic performance. This is done by preparing a set of standards based on a set of global indicators after

adapting them to suit the local environment, and then transferring the experiences of developed countries and trying to benefit from their results in the local environment.

3. Combined Importance: represented by the field of application, which is the Higher Institute for Administrative and Professional Development in the Iraqi Ministry of Interior, which is the effort responsible for developing and qualifying the human resource responsible for the security and protection of human resources in society.

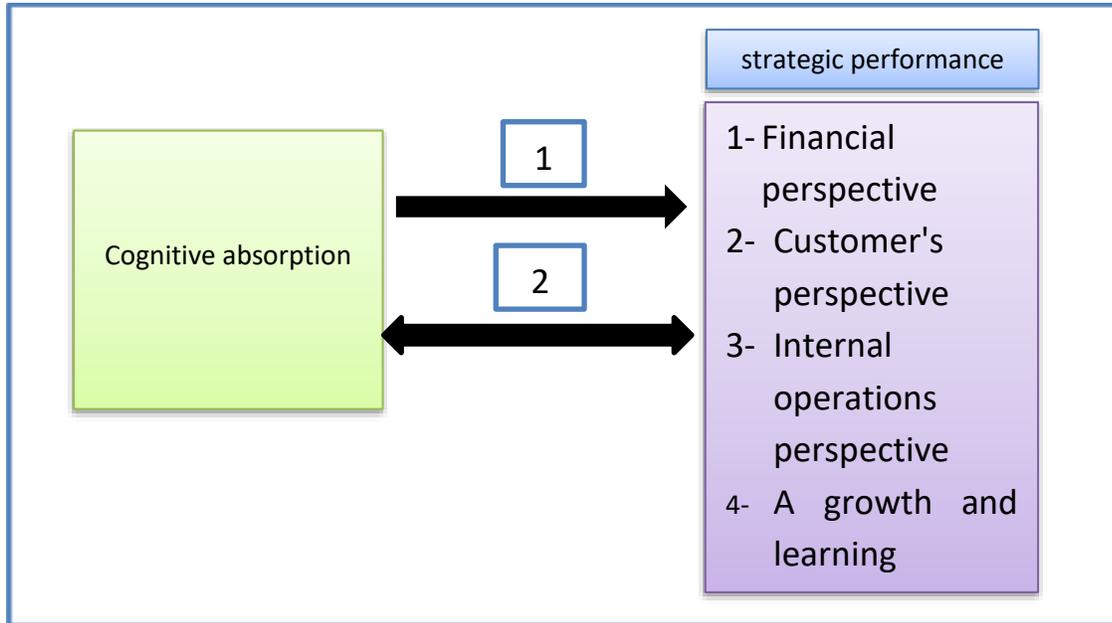
Third: Research Objectives

The research seeks to achieve a set of basic goals, namely:

1. Knowing the concept of each of the cognitive absorption of human resources and strategic performance from a theoretical point of view.
2. Diagnosing the extent of application of knowledge absorption of human resources within the Higher Institute for Security and Administrative Development?
3. Diagnosis of the extent to which strategic performance is applied within the Higher Institute for Security and Administrative Development?
4. Diagnosing the nature of the correlation between cognitive assimilation and strategic performance within the Higher Institute for Security and Administrative Development?
5. Diagnosing the nature of the influence exerted by cognitive assimilation on strategic performance within the Higher Institute for Security and Administrative Development?
6. Coming up with a set of conclusions and recommendations that would enhance knowledge related to both the knowledge absorption of human resources and strategic performance.

Fourth: The Hypothetical Outline of The Research

The hypothetical scheme of the research aims to embody its main idea, which clarifies the logical relationships of the main variables and the relevant sub-dimensions, as the cognitive absorption of human resources constitutes the explanatory variable of the research, while the strategic performance in its dimensions (financial perspective, customer perspective, internal operations perspective, growth and learning perspective) The response variable, and the expected result of this scheme is to strengthen the strategic variable, and this can be explained more accurately through Figure (1):



Fifth: Research Hypotheses

1. **The First Hypothesis** (there is a significant correlation between knowledge absorption and strategic performance within the Higher Institute for Security and Administrative Development).

2. **The Second Hypothesis** (there is a statistically significant effect relationship to the absorption of knowledge in the strategic performance within the Higher Institute for Security and Administrative Development).

Sixth: Research limits

The research limits were as follows:

1. Knowledge boundaries: These are the philosophical and theoretical foundations and foundations for cognitive assimilation of human resources and strategic performance.

2. Spatial boundaries: The Higher Institute for Security and Administrative Development / Ministry of Interior.

3. Human Borders: It consists of (113) general and assistant directors, department teachers and division directors at the Higher Institute for Security and Administrative Development.

4. Time Limits: It is the period of time it took the researcher to complete the research with its theoretical and applied aspects.

Seventh: Research Methodology

After identifying the nature of the questions of the problem that the researcher tried to answer, and the most important goals that he seeks to achieve, in addition to drawing the hypothetical scheme for the research and formulating its hypotheses, the researcher chose the descriptive analytical approach because it is compatible with the starting points of the current researcher, because this approach focuses on studying the phenomenon under study. In all its aspects, that is, in other words, studying the role of cognitive assimilation of human resources in the strategic performance within the organization in the field of application in all its aspects, by identifying the relationships and influence that combine them, as well as basing this approach on the questionnaire as a main tool for data collection,

which the researcher did By using it after designing it according to a number of ready-made indicators after adapting it to suit the local environment.

Eighth: Research Tools

The research data was obtained through the preparation of a questionnaire, in order to suit the approved curriculum and the time allowed, as well as the desired objectives of the research. It is one of the most important methods used in collecting data and the most widespread. It consists of a set of questions or paragraphs on the subject of the research. The researcher designed a questionnaire, based on a number of approved international standards and employed them in a way that is compatible with the research variables and the process of interdependence between them, which is "cognitive absorption of human resources, strategic performance, After adapting it to suit the current research, the Likert quintuple runway was adopted in its design.

Ninth: Data Analysis Tools

The use of the ready-made statistical program (SPSS-V21) and the (Excel) program in entering and analyzing research data and the (AMOSE) program. Among the most important statistical tools that were used in the field aspect of this research are the following:

1. Frequency percentages: for the purpose of determining the percentage of agreement on the research paragraphs.
2. Arithmetic mean: It is used to determine the level of response to the paragraphs and to know the level of the variables or the average of that group.
3. Standard Deviation: It is used to find out the level of absolute dispersion of the sample's answers from the arithmetic mean, which is the positive square root of the variance.
4. Coefficient of Variation: It is used to know the level of relative dispersion of the answers from the arithmetic mean and is extracted by dividing the standard deviation by the value of the arithmetic mean to determine the importance of the research variables.
5. Spearman's Correlation Coefficient: to determine the type of relationship between the explanatory and responsive research variables.
6. Simple linear regression coefficient: to measure the effect of the independent variable on the dependent variable.

Tenth: The Research Community And Sample

A: The Research Community

The research sample and society are expressed in a brief manner, represented by the Higher Institute for Security and Administrative Development, which is considered a military security institution affiliated to the Ministry of Interior and directly linked to the Minister's office. It was established in 1979 and has a clear vision and long-term strategy. Holders of a bachelor's degree and placed them in all formations of the Ministry of the Interior after undergoing a qualifying course of nine months. Twenty-seven courses have been graduated, and in addition to the twenty-eighth course, they are in the process of graduation. He has other tasks (entering officers from the rank of second lieutenant up to the rank of major, and the inevitable courses of fifteen A day for promotion, and there is a specialized and development course for all the departments of the ministry in order to rise to a high level).

There are also other tasks that include introducing officers with the rank of captain upwards to the nine-month higher diploma courses, and several batches have been graduated. Department of Legal, Department of Planning and Follow-up, Department of Financial Control and Audit, Department of Research and Studies, Division of Secretarial, Division of Relations and Media, Division of Comprehensive Quality) and that is the assistant dean for scientific affairs with the rank of dean up to the rank of assistant general manager and the departments are directly related to him (Department of Postgraduate Studies, Department Courses, Qualifying and Educational Courses Department, Languages Department, Military Training Department, Leaders and Trainers Preparation Department, Forensic Sciences and Laboratories Department, Leadership Wing), and that is the Assistant Dean for Administrative and Financial Affairs with the rank of Dean upwards and the departments are directly linked to him (Accounts Department, Engineering Works Department, Department of Infrastructure and Al Meera, Department of Administrative Affairs)

As for the directors of the departments, they have the rank of (Colonel – Brigadier General), while the directors of the divisions have the rank of (Captain – Major – Lieutenant Colonel – Colonel – Brigadier General).

B: The Research Sample

The researcher presents the characteristics of the demographic sample shown in Table (1), which shows the characteristics of the respondents to the questionnaire items amounting to (108) accurately and credibly out of (113) questionnaires, in light of the knowledge of the required goals by preparing them, and to enable the researcher to achieve his goals

Table (1) Characteristics of the demographic sample			
attribute	class	repetition	rate%
job position	Director of the Department	17	15.7
	Division manager	91	84.3
the total		108	100
sex	male	105	97.2
	feminine	3	2.8
the total		108	100
the age	20-30year	3	2.8
	31-40year	60	55.6
	41-50year	34	31.5
	51 year or more	11	10.2
the total		108	100
Length of service	less than five years	0	0
	10-5year	12	11.1
	15- 11year	46	42.6
	20- 16year	32	29.6
	25- 21year	11	10.2
	More than 25 years	7	6.5
the total		108	100
Academic achievement	BSC	69	63.9
	Higher Diploma	7	6.5
	Master's	19	17.6
	Ph.D.	13	12.0
the total		108	100

The Previous Table Presents the Characteristics of the Sample as Follows:

- Functional position: The category (department manager) had a rate of (15.7), and its recurrence amounted to (17), while the category (Division Director) had a rate of (84.3), and its frequency amounted to (91) out of the total sample of (108) individuals.
- Gender: The (male) category took a rate of (97.2), and their frequency amounted to (105) individuals, while the (female) category took a percentage of (2.8), and their frequency amounted to (3) individuals out of the total sample of (108) individuals.
- Age: the category (20-30 years) took a rate of (2.8), and its frequency was (3), while the category (31-40 years) had a rate of (55.6), and its frequency was (60), while the category (41) -50 years), the rate is (31.5), and its frequency is (34), and the category (51 years and over) is (10.2), and its frequency is (11) out of the total sample of (108) individuals.

- Duration of service: The category (less than 5 years) received a percentage of (0), and its frequency was (0), while the category (5-10 years) had a percentage of (11.1), and its frequency was (12), while the category (11-15 years), the rate is (42.6), and the frequency is (46), and for the category (16-20 years), the rate is (29.6), and the frequency is (32), and for the category (21-25 years), the rate is (10.2).) and that its recurrence amounted to (11), and finally, the category (more than 25 years) had a percentage of (6.5), and its recurrence amounted to (7) out of the total sample of (108) individuals.
- Academic achievement: I took the (Bachelor's) category, with a percentage of (63.9), and its frequency was (69), while the (Higher Diploma) category, with a percentage of (6.5), and its frequency was (7), while the (Master's) category, with a percentage of (17.6), and its recurrence amounted to (19), and the percentage of (PhD) was (12), and its frequency was (13) out of the total sample of (108) individuals.

THE SECOND TOPIC: THE THEORETICAL SIDE

First: Knowledge Absorption of Human Resources

Knowledge absorption refers to the ability to gather and process knowledge relevant to the organization's operations both from internal and external sources, which provides the basis for recognizing, acquiring and applying new knowledge. Useful information (Kayes, et al, 2005:579), and the process of absorbing knowledge takes place through the process of analyzing changes that occur in the external environment and changes in the internal environment, as organizations must keep abreast of the changes that occur in these variables, and understand the factors that enhance Or hinder the assimilation of knowledge and the discussion of its consequences (Liefner, et al, 2012:171), and through the assimilation of knowledge, it is possible to enhance the skills and capabilities of human resources, and adapt them in a way that leads to an increase in the organization's performance and the development of its services, and then generate new knowledge that can be applied In new products, therefore, without effective knowledge absorption, an organization cannot learn or transfer knowledge among its human resources (Yao, et al, 2013:220). Organizations also rely increasingly on external sources of knowledge to improve knowledge of their human resources and raise their performance, but at the same time they face difficulties when benefiting from external knowledge flows, despite the fact that access to knowledge sources has improved significantly over the past decade, more specifically for small and medium organizations. The most common barriers to knowledge absorption are their lack of global resources and their specific lack of access to knowledge about foreign markets (Mogos & Walliser, 2013:178). The gaps in the absorption of knowledge and innovation between organizations improve the level of productivity and raise them to the top of the value chain towards specialization in high-value knowledge activities, through human resource identification and acquisition of new knowledge well, which leads to the ability to innovate and technological change, and economic growth inside and outside the organization and competition. Others with him (Runiewicz, 2013:51). The assimilation of knowledge is one of the important issues in knowledge management that plays a role in building a system based on knowledge, because it reflects the process of acquiring knowledge in an organization from external sources in any possible way, so it can be said that the assimilation of knowledge is an activity to search for and acquire knowledge in resources based on Knowledge can also be seen as a means of acquiring, changing, and transferring experience from knowledge sources to knowledge-based systems. Assimilating and creating knowledge is one of the first steps in the knowledge development process (Sulistyo & Ayuni, 2018:117). And since knowledge is a valuable, rare and non-imitable resource completely, and therefore it is an important source of competitive advantage for organizations, and more specifically specialized knowledge is an important contributor to the innovation of products, processes and services, and organizations must constantly absorb specialized knowledge to be able to generate innovations, absorb Knowledge is the result of individual learning (David, et al, 2020: 2). After reviewing the previous definitions, the assimilation of knowledge can be defined procedurally from the researcher's point of view, and it is one of the dimensions of cognitive assimilation that includes a set of operations and procedures implemented by the organization, in a way that enhances the ability of its human resources to absorb new knowledge, share it with each other, and invest it in the implementation of tasks and duties. entrusted to them.

Second: The Concept of Strategic Performance

Therefore, the administrative literature, research and studies of the concept of strategic performance have multiplied due to its multiplicity of dimensions, elements and components, as it has been defined as the contemporary trend that allows maintaining competition from competitors in the long term through intense motivation (based on reward systems) applied to all members of the organization (cmelia & Luminit , 2013: 1146-1148), and here it is clear

that the concept of strategic performance as an administrative term appeared in the middle of the nineteenth century and was used for the first time in determining the results in a sports competition, and in the twentieth century the concept developed and developed a series of definitions that were supposed to include the broadest meaning of what is done Perceiving it through performance The concept of performance also appeared in French, English and Romanian dictionaries (Iuana & Marin, 2016:179). As all (Rharoufah & Aboudi, 2018: 1174) indicate that strategic performance is one of the most important areas in the field of performance management, as many organizations today devote large financial resources to developing strategies and defining the main strategy for their organizations, but most of them lack access to appropriate strategies but the vision that managers imagine Their organization is quite clear to them, but their employees' awareness and understanding of this vision is very weak and their cohesion to achieve goals. Managers are always looking for identifying effective factors to ensure the achievement of organizational strategies. The concept of strategic performance can be expressed by focusing on the role of human resources in achieving it as high performance within the organization, through a set of human resources activities, work structures and practices, and processes that create knowledge to achieve its main goals (Kharoufah & Aboudi, 2020: 202). Strategic performance is defined as the mechanism approved for the organization to achieve its goals, through the optimal utilization of available human resources according to quality, cost and time standards (Al-Sharifi, 2021: 79), and here it becomes clear to the researcher that strategic performance is the success achieved by business units within the organization in the long term through Work within one team according to the indicators, measures and goals set by the organization's strategy. Strategic performance is also related to organizational culture, which includes achieving the acquisition of values, habits, and patterns of behavior by its employees, which has been referred to as the mental group and schemes that direct individual reactions at a specific time. Culture can also be understood as a result of the behavior of collaborators that have an impact in the field of work(santisteban, 2022:10)), and here it becomes clear to the researcher the importance of the relationship that combines organizational culture and strategic performance as one of the tools that unify the behaviors of workers towards achieving it. After reviewing the previous definitions, the researcher can define strategic performance as a procedural definition for the purposes of the current research and from his point of view as follows: (The tool that the organization adopts to manage the growth and learning processes of its human resources, in order to invest the financial resources available to it in the best possible efficiency, and then implement the necessary internal operations To transform its inputs into outputs of high value to its customers, in a manner that guarantees it the enhancement of its market share and the sustainability of its competitive advantage in light of the dynamic environment that operates within its borders. The most important dimensions of strategic performance can be identified as follows:

1. **Financial Perspective:** This perspective identifies the expected financial performance goal by following up on the organizational strategy, and also shows the expected economic results to achieve the goals set according to the three perspectives (revenue growth, cost reduction, asset utilization) (Malgwi & Dahiru, 2014: 2), and accordingly The financial perspective is one of the most important perspectives because it finances the other three perspectives of the balanced scorecard, it should not be overly focused because it is of a regressive nature, and encourages the achievement of goals in the short and long term to create the value of the organization, and it is also possible through this perspective to emphasize two main strategies They are revenue growth and productivity (Hasan & Chyi, 2017:91), and this perspective also measures how the organization deals through tools such as profit or loss statements, balance sheets, and reports. Departments can use the results to develop and implement a revenue and cost saving strategy, create risk management programs, and work Within the internal controls, it also confirms the concern of stakeholders and beneficiaries regarding the efficiency and effectiveness of the units in the use of their financial resources (Fijalkowska & Oliveira, 2018:73).

2. **The customer's perspective:** The customer's perspective focuses on the opinion of the beneficiaries of the organization's services, and how you want to attract their attention, as customer satisfaction is one of the priorities of many organizations, especially at the present time when the business environment is more competitive, and it can serve as a very important key performance indicator On efforts to achieve success, and the beneficiaries usually have four main concerns related to the services provided by the organization, which are time, quality, performance, services and cost, so it must keep pace with the developments and objectives according to these elements (Giannopoulos, et, al 2013:5), as the modern management philosophy showed awareness Increasingly important to focus on this perspective and customer satisfaction in public and private organizations, so that the satisfaction of beneficiaries is critical to achieving the financial goals of the organization, this perspective provides insight into how beneficiaries perceive its services. The customer perspective must be considered the central element of any organized strategy, because it provides a unique combination of products, price, relationship and image that it provides, and shows how

to distinguish itself from competitors by maintaining, attracting and maintaining relationships with its targets (Malgwi & Dahiru, 2014: 3), as The customer perspective consists of indicators related to the most desired group of beneficiaries. This perspective focuses on market share, beneficiary satisfaction and loyalty. Customer value and profitability can be expressed in particular through key indicators that enable the organization to create a clear vision for its beneficiaries and target their needs and expectations from its services. That is, this perspective allows the possibility of making internal processes, services, and products in line with current demands and expected future (Kalender & Vayvay, 2016:78).

3. The Internal Operations Perspective: the internal operations perspective focuses on the activities that the organization undertakes to satisfy its customers, as the assembly of the product is considered an internal business process, that the organization is particularly adept at in order to satisfy its shareholders who benefit from the service (Giannopoulos, 2013: 5), As this perspective measures the impact of operational processes on value creation, such as innovation, services, and efficiency, by extending this measurement to sustainability indicators, it also includes the settlement and development of operational policies in each of the traditional management systems (Huang, et al, 2014:22). This perspective deals with internal operational processes. Measures based on this perspective allow managers to determine the effectiveness of their human resources for their business to provide services that may meet the requirements of their beneficiaries, and that these measures are fully designed by those most familiar with these operations. However, two types of Operational operations (basic operations and support operations), support operations are often more frequent in nature, to facilitate the process of measuring them using general standards (Gawankar, et al, 2015:12), and from this perspective, the organization must identify some operations that will enable it to excel competitors and continue to achieve value for the beneficiaries and shareholders, the approval of each of the objectives specified on the customer side requires the implementation of one or several operations efficiently and effectively, these operations must be defined on the internal operations side and appropriate measurement procedures must be developed to control their provision, it is likely that you need To a completely new set of internal operations to meet the expectations of consumers and shareholders, and among these operations is the development of products and the introduction of new ones, and the provision of after-sales services and re-engineering operations (Iranzadeh, et al, 2017:19).

4. Learning And Growth Perspective: The learning and growth perspective focuses on human capabilities, the critical criteria for evaluating manager performance, human resource satisfaction, retention and productivity, as their morale is necessary to improve productivity, quality and customer satisfaction and you will respond to them, as you realize the process of retaining them is necessary because it develops capital The intellectual property of the organization and they represent non-financial assets (Bahri & AL Faruqy, 2023:53). As this perspective aims to improve management awareness of real-time performance, managers can make operational adjustments faster and more effectively, and improve strategy implementation according to set standards to achieve best performance, enabling organizations to follow a cost leadership strategy to identify key actions related to growth and learning to achieve low-cost superiority (Tawse & Tabesh, 2023:124). That is, in other words, emphasis is placed on developing and motivating human resources within the organization through motivation, continuous development, and training them on organizational systems and programs to achieve long-term growth and improve the productivity process. Since the organization has a full level of upgrading its human resources so that they can achieve a smooth upgrade through this organization (Lin, et , al , 2023,6), the learning and growth perspective also contributes to focusing on the capabilities of human resources, information systems and the organizational climate that will create growth long-term and provide high-quality products that suit the requirements of the beneficiary (Jesus & Alves, 2023:2). After reviewing the previous ideas, the researcher can define the perspective of learning and growth procedurally for the purposes of the current study as one of the measures of strategic performance, which indicates the ability of the organization to use a set of procedures and indicators, to enhance the ability of its human resources to learn from successive developments and then enhance their ability to find and innovate new methods. Unfamiliar at work.

Third: Absorb Knowledge of Human Resources and Strategic Performance

By assimilating knowledge, it is possible to transform the tacit knowledge available to a limited number of human resources into a larger number, through teamwork and group spirit among them, in a way that enables the organization to store this knowledge and not lose it due to human resources leaving it and working for other organizations. Accordingly, it is clear from what has been mentioned that assimilating knowledge contributes to strengthening the organization's ability to retain tacit knowledge within it, and then employing it to meet the intended strategic performance indicators and standards (Sheng, 2019:155), and through assimilation of knowledge, it is also possible to

enhance the organization’s ability to innovate contemporary methods and approaches. In dealing with the dynamic developments that it faces, and the ability to enhance its absorptive capacity to deal with developments that impede its ability to achieve levels of strategic performance, in other words, knowledge absorption plays an important role in enhancing cognitive capabilities in diagnosing the most important obstacles that it faces and dealing with it with great agility. In order to maintain the achieved strategic performance levels and sustain them for the longest possible period (Khan, et al, 2022:1). After examining the previous ideas, the second sub-hypothesis of the research was formulated, which stated (there is a significant correlation between knowledge absorption and strategic performance within the Higher Institute for Security and Administrative Development), and the fifth sub-hypothesis, which stated (there is a statistically significant influence relationship for knowledge absorption in the strategic performance within the Higher Institute for Security and Administrative Development).

THE THIRD TOPIC: ANALYTICAL SIDE

First: Description And Analysis Of Paragraphs After Absorbing Knowledge

In Table (2), the researcher presents a description and analysis of the paragraphs after knowledge absorption of the cognitive assimilation variable, which consists of five paragraphs, in order (1-5), as follows:

As the lowest coefficient of relative difference is (16.59%) for paragraph (1), which states (preparing programs and standards related to new knowledge for the purpose of consolidating and adopting it). Its arithmetic mean is (4.287), meaning it has very high availability, and its standard deviation is (0.711), meaning The opinion of the sample was consistent and homogeneous about

The dependence of these programs and standards on new and renewable data and information available to security institutions, which they benefit from to improve performance and enhance effectiveness in various fields to take the right decisions at the right time.

And the highest coefficient of relative difference is (26.09%) for paragraph (4), which states: (It depends on its own previous experiences and its human resources in the field of employing new knowledge.) And its arithmetic mean is (3.935), meaning it has high availability, and its standard deviation is (0.950), meaning The opinion of the sample was unanimous and homogeneous about the fact that the security institution benefits from its previous experiences and its various human resources to apply the new knowledge in the field of employment. This means that instead of relying on external sources of new knowledge, it takes advantage of previous experiences and the human resources available to it. Such as investigation and auditing, and employing these experiences and human resources to develop new training programs, and updating current investigation and auditing methods.

Table (2) Description and analysis of paragraphs after absorbing knowledge					
T	Paragraph	Arithmetic mean	Arithmetic mean	coefficient of difference	of arrangement
1	Preparing programs and standards related to the new knowledge for the purpose of consolidation and approval.	4.287	0.711	16.59%	1
2	Employing new knowledge in achieving future goals to enable its human resources to carry out its tasks.	4.019	0.797	19.83%	2
3	Encourages human resources to invest their new knowledge in reducing deviations at work and addressing them	3.935	0.950	24.14%	4
4	Adopts its own previous experiences and its human resources in the field of employing new knowledge.	3.833	1.000	26.09%	5
5	Possess sufficient capabilities to employ new knowledge in vital and important areas of work	4.074	0.828	20.33%	3

After absorbing knowledge	4.030	0.653	16.21%	
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Second: Characterization and Analysis of The Strategic Performance Variable

A- Description And Analysis Of Paragraphs After The Financial Perspective

In Table (3), the researcher presents a description and analysis of paragraphs after the financial perspective of the strategic performance variable, which consists of five paragraphs, in order (6-10):

Whereas, the lowest coefficient of relative difference is (20.86%) for paragraph (10), which states: (seeks to fulfill its obligations towards society, provide services to all departments of the Ministry of Interior and spread knowledge awareness within it.) And its arithmetic mean is (3.954), meaning it has high availability and deviation My standard is (0.825), meaning that the opinion of the sample was unanimous and homogeneous about the fact that the primary goal of security institutions is to fulfill their obligations towards the community they serve, to provide the necessary services to all aspects of the ministry and to enhance knowledge awareness within them. It strives to provide appropriate and necessary security services to the community, and to fulfill its obligations towards it in an integrated and effective manner. By achieving this goal, security institutions can improve the level of security and safety in society and maintain its stability and safety.

And the highest coefficient of relative difference is (23.04%) for paragraph (7), which states: (It works to invest money within the budget to achieve short and long-term goals.) And its arithmetic mean is (3.954), which means it has high availability and a standard deviation is (0.911), meaning that The opinion of the sample was unanimous and homogeneous that the security institutions are keen to work effectively and effectively to take advantage of the financial resources available to them, and invest them appropriately within the available budget to achieve the set goals, whether these goals are short-term or long-term. By investing financial resources effectively in developing performance, enhancing security services, developing infrastructure, and improving equipment and technology, which helps in enhancing the ability of security institutions to achieve the set goals

T	Paragraph	Arithmetic mean	Arithmetic mean	coefficient of difference	of arrangement
6	It is keen to set financial indicators and standards in order to raise the performance of its human resources.	4.231	0.892	21.09%	2
7	It invests money within the budget to achieve short and long-term goals.	3.954	0.911	23.04%	5
8	It employs its financial resources to raise the capabilities of human resources through training workshops.	3.981	0.854	21.44%	3
9	It seeks to reduce operational costs that do not contribute to raising the capabilities of its human resources.	3.935	0.868	22.05%	4
10	It seeks to fulfill its obligations towards society, to provide services to all aspects of the Ministry of Interior and to spread knowledge awareness within it.	3.954	0.825	20.86%	1
After the financial perspective		4.011	0.610	15.21%	

B -Description And analysis Of Paragraphs After The Customer's Perspective

In Table (4), the researcher presents a description and analysis of paragraphs after the customer's perspective on the strategic performance variable, which consists of five paragraphs, in order (11-15), as follows:

As the lowest coefficient of relative difference is (16.73%) for paragraph (13), which states: (Works to provide human resources with high capabilities to provide the best lectures to his clients.) And its arithmetic mean is (4.380), which means it has very high availability and a standard deviation is (0.733), meaning that the opinion of the sample was unanimous and homogenous that the security institutions are keen to provide qualified and highly qualified human resources to provide the best lectures and trainings for those who deal with them, whether they are officers, security personnel or employees. The importance of providing qualified human resources lies in qualifying employees and training them on the skills and knowledge necessary for security work, improving their efficiency and performance, and enhancing their capabilities to deal with the various challenges and situations they face in their daily work.

And the highest relative coefficient of difference is (20.61%) for paragraph (14), which states: (its leaders enjoy high morale to receive constructive opinions and criticisms from the beneficiaries of its services.) And its arithmetic mean is (4.074), which means it has high availability and a standard deviation of (0.839). That is, the opinion of the sample was agreed and homogeneous about the fact that the leaders of this institution enjoy communication skills and positive interaction with others, and they open their ear to listen to the opinions of the beneficiaries and work to improve the services they provide based on these opinions and criticisms. In this way, the institution can develop and improve its services to better meet the needs and requirements of beneficiaries.

T	Paragraph	Arithmetic mean	Arithmetic mean	coefficient of difference	of arrangement
11	works to facilitate all administrative procedures to provide the best services to its beneficiaries.	4.213	0.809	19.21%	2
12	He is working on opening a modern electronic platform for exchanging information with his clients at home and abroad	4.167	0.826	19.82%	4
13	He works to provide human resources with high potentials to provide the best lectures to his clients..	4.380	0.733	16.73%	1
14	Its leaders enjoy high morale to receive opinions and constructive criticism from the beneficiaries of its services	4.074	0.839	20.61%	5
15	He works on conducting a field survey from time to time to find out the needs of the beneficiaries of his services when designing his training program	4.176	0.818	19.60%	3
	following the customer's perspective	4.202	0.504	11.99%	

C - Description and analysis of paragraphs after the perspective of internal operations

In Table (5), the researcher presents a description and analysis of paragraphs after the perspective of the internal operations of the strategic performance variable, which consists of five paragraphs, in order (16-20), as follows:

Whereas, the lowest coefficient of relative difference is (15.20%) for paragraph (16), which states: (has efficient teaching and training leaders in all disciplines.) And its arithmetic mean is (4.380), meaning it has very high availability and a standard deviation of (0.666), meaning that the opinion of the sample It was agreed and homogeneous that the leaders of the security training institution have sufficient experience in all disciplines and fields in which they provide their services. This helps to provide high-quality education and training to learners in all fields, be it academic or vocational training. By providing qualified teaching and training leaders, the institution can work to develop and improve the quality of education and training it provides.

And the highest coefficient of relative difference is (21.06%) for paragraph (19), which states: (Teachers and students are encouraged to prepare scientific research.) And its arithmetic mean is (4.102), meaning it has high availability and a standard deviation of (0.864), meaning that the opinion of the sample was in agreement. It is consistent that the security training institution encourages professors and students to conduct scientific research, in order to contribute to the enrichment of knowledge and the development of various fields of knowledge. The Foundation works to provide the necessary support for professors and students to conduct scientific research effectively, by providing the necessary sources and resources, in addition to providing the necessary guidance and guidance to conduct research properly and effectively.

Table (5) Description and analysis of paragraphs after the perspective of internal operations					
T	Paragraph	Arithmetic mean	Arithmetic mean	coefficient of difference	of arrangement
16	has efficient teaching and training leaders in all disciplines	4.380	0.666	15.20%	1
17	owns modern and advanced technical means of scientific, technical and military laboratories.	4.278	0.653	15.27%	2
18	Owens classrooms with modern electronic means for all students.	4.287	0.684	15.96%	3
19	It encourages its teachers and students to prepare scientific research	4.102	0.864	21.06%	5
20	Possesses the ability to analyze problems in order to avoid them and treat them before they occur.	4.185	0.855	20.44%	4
After the internal operations perspective		4.246	0.462	10.88%	

D - Description and analysis of paragraphs after the perspective of growth and learning

In Table (6), the researcher presents a description and analysis of paragraphs after the growth and learning perspective of the strategic performance variable, which consists of five paragraphs, in order (21-25), as follows:

As the lowest coefficient of relative difference is (14.56%) for paragraph (25), which states: (Works to document all work procedures in order to achieve quality requirements.) And its arithmetic mean is (4.426), which means it has very high availability and a standard deviation of (0.644). That is, the opinion of the sample was consistent and homogeneous about the fact that the security institution documents all work procedures. When the institution documents all work procedures, its employees are able to access information and instructions easily, which makes it easier for them to carry out their work efficiently and effectively. By achieving the quality requirements, the institution's performance is improved and the level of trust among the beneficiaries of its services is raised.

And the highest coefficient of relative difference is (19.44%) for paragraph (23) which states: (concerned with encouraging its human resources to innovate and present new ideas and patents in their field of work) and its arithmetic mean is (4.009), which means it has high availability and a standard deviation of (0.779). That is, the opinion of the sample was unanimous and homogeneous about the fact that security institutions encourage human resources to be creative and innovative in their field of work. This is done by providing an encouraging and appropriate environment

to work on developing new ideas and motivating employees to submit patents that contribute to improving and developing the performance and services provided in the institution. It works to provide all the necessary support and resources to achieve this goal.

Table (6) Description and analysis of paragraphs after the perspective of growth and learning					
T	Paragraph	Arithmetic mean	Arithmetic mean	coefficient of difference	of arrangement
21	It seeks to develop and improve the satisfaction of its human resources and provide all necessary requirements.	4.361	0.690	15.82%	2
22	It seeks to introduce modern technological techniques to keep pace with changes in order to improve the performance of its human resources.	4.194	0.716	17.08%	3
23	Interested in encouraging its human resources to innovate and present new ideas and patents in their field of work	4.009	0.779	19.44%	5
24	It spreads the creative culture among its human resources within the joints of the Ministry of Interior.	4.176	0.734	17.58%	4
25	Works to document all work procedures in order to achieve quality requirements.	4.426	0.644	14.56%	1
After a growth and learning perspective		4.232	0.487	11.51%	

Third: Correlation Analysis

Testing the first hypothesis: (There is a significant correlation between knowledge absorption and strategic performance within the Higher Institute for Security and Administrative Development)

It is clear from Table (7) that the correlation coefficient between knowledge absorption and strategic performance is (0.577**) when the statistical significance is (0.000), which is less than the approved significance of the test (0.05), which indicates the acceptance of the second sub-hypothesis which states (there is a significant correlation A significant indication between the assimilation of knowledge and strategic performance within the Higher Institute for Security and Administrative Development)

Table (7) Correlation coefficient values for the relationship between knowledge absorption and strategic performance		
correlation coefficient	degrees of freedom	Moral
**0.577	108	0.000

Fourth: Analysis of influence relationships

The second test: (There is a significant effect of knowledge absorption on strategic performance within the Higher Institute for Security and Administrative Development)

As the (F) calculated to absorb knowledge in strategic performance is (52.815), which is greater than the tabular one by inferring that the calculated significance value (0.000) is smaller than the approved significance for the test, which is (0.05), and the value of the determination coefficient (R²) is (0.333). Among them, it turns out that the assimilation of knowledge explains the percentage (33%) of changes in the strategic performance, and that the rest of this percentage (67%) is due to variables that are not currently studied.

And the value of the fixed limit amounted to (2.612), which is the lowest value for the strategic performance, while the value of the marginal tendency is (0.387), and its significance is (0.000), less than (0.05), which is significant, meaning that the increase in knowledge absorption increases by (39%) in Strategic performance and impact is direct.

From the foregoing, it is clear that the second sub-hypothesis has been accepted, which states (there is a significant effect of knowledge absorption on strategic performance within the Higher Institute for Security and Administrative Development).

Table (8) Impact indicators of knowledge integration in strategic performance						
α	β	T	moral t	R ²	F	F morale
2.612	0.387	7.267	0.000	0.333	52.815	0.000

THE FOURTH TOPIC: CONCLUSIONS AND RECOMMENDATIONS

First: Conclusions

- 1- It is evident that the programs and standards prepared and related to the new knowledge have proven their importance in the institution and its adoption, as the trainees benefited from the acquired knowledge and applied it in their daily work, and achieved its objectives in improving performance and increased credibility that the institution is making improvements in it.
- 2- It is clear that the institution is interested in the performance of its human resources on a continuous and periodic basis by using various financial measures and indicators such as individual performance evaluation, collective performance evaluation, training and development costs, and others.
- 3- The results show that the institution is interested in employing educational and training leaders with experience, competence and high qualification in its various fields, and seeks to improve the quality of its training and programs by providing leaders with diverse and competent specializations to develop and update training programs and meet the needs of the trainees.
- 4- It is clear that the concept of knowledge integration was more applied in the institution than the rest of the concepts, while the assimilation of knowledge came after it from application in the institution, and the least applied is the concept of knowledge sharing.
- 5- It turns out that the internal operations perspective dimension is the most applied in the organization, followed by the growth and science perspective, while the customer perspective follows them in terms of application in the organization, and finally the strategic perspective dimension is the least applied among all the dimensions of the strategic performance variable.

Second: Recommendations

1. The need for the Higher Institute for Administrative Development to review the experiences of developed countries in the field of knowledge absorption of human resources and strategic performance and try to employ the most prominent results after adapting them to suit the Iraqi environment to improve their actual reality.
2. The Higher Institute for Administrative Development should allocate some of its resources to send an informative message to its human resources about the most important advantages that it is trying to achieve in society, through the types of strategic performance indicators that it will adopt.

3. The Higher Institute for Administrative Development relied on a set of incentive programs to raise the morale of its human resources and enhance their loyalty to the organization and their desire to employ knowledge absorption to serve it, such as material and moral rewards.
4. The need to enhance the role of cognitive assimilation of human resources in achieving strategic performance within the Higher Institute for Administrative Development, and encourage them to make maximum efforts in serving them and society in general, by providing them with the necessary powers to make decisions and develop their skills and knowledge to face the problems that hinder their operations.

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