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The Effect of Knowledge Orchestration On Dynamic Capabilities: An Analytical Research in the Iraqi Media Network

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Abstract:

This research aims to know the effect of the knowledge orchestra with its dimensions (knowledge mobilization, knowledge acquisition, knowledge coordination, knowledge sharing, and knowledge integration) on the dynamic capabilities with its dimensions (environmental sensing capabilities, opportunity investment capabilities, resource rearrangement capabilities, marketing capabilities, and technological capabilities). The main problem of this research was represented by the current question (Was the Iraqi Media Network able to invest the knowledge orchestra in achieving distinguished performance across having dynamic capabilities?). The Iraqi Media Network took a field of application for these variables, as the research sample included the senior leaders of the Iraqi Media Network, their numbers were 134 being between a director of a directorate, an assistant director, and a head of a department. The research used the quantitative method and the questionnaire was the main tool for collecting data and information, and the research used the SPSS program (v. 25) for data analysis. The results of the study concluded that there is a significant and positive influence and correlation between each dimension of the orchestra's knowledge operations and its dynamic capabilities. Also, results of the research reported that the Media Network showed its modules to mobilize knowledge through adopting communication patterns that are harmonious with its orientation towards having intellectual capital that distinguishes it from others, particularly it works to expand the knowledge base, such as diversity in knowledge fields within its current and future staff.

Paper type: Research paper.
Keywords: Knowledge orchestration, dynamic capabilities, Iraqi media network.

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1.Introduction:

The emergence of wide-ranging and new knowledge models and concepts for modern management has led to the development of the work environment to face more difficulties and challenges, and the increase in competition has led to more crises in all organizational fields and for various administrative disciplines, especially public organizations, as they suffer from a defect in properly facing these challenges. Among the most prominent new concepts and models of management are intellectual capital, knowledge capital, knowledge organizations, strategic learning, learning organizations, the era of the knowledge economy, e-government, digital knowledge, digital transformation, and other concepts and models that all indicate an increasing interest in knowledge assets in various types and sizes of organizations.

The management of knowledge assets is an important direction for achieving operational efficiency, success, and distinction, as most studies concerned with knowledge management indicated that it is an important asset for gaining a sustainable competitive advantage that drives organizations to success with luster, unique survival, and an echo of a reputation that sits at the top of the sector, as well as the positive impact of successful management and flows. Knowledge and its transmission in all its parts in a way that achieves higher and distinguished performance and thus increases the possibility of achieving satisfactory stages of organizational brilliance, increasing value and competitive advantage, and strengthening the business portfolio by linking, merging, and coordinating various methods, tools, and processes through the flow or flow of organizational business in an accelerated manner without wasting opportunities or losing a resource.

The Iraqi Media Network faced an urgent tendency by the stakeholders that prompted it to provide a high level of excellence and what drives its members to achieve untypical successes as a result of the knowledge, leadership skills, and creativity that they possess, which distinguishes them from their competitors in the short and long term in the field of leadership, service, and type of employees. This prompts it to use methods and methods that it resorted to from time to time to employ information and processes, invest knowledge and achieve its goals, as well as identifying and meeting the needs of beneficiaries, and developing and distributing media services provided locally and globally, but it was not satisfied with this approach only, to resort to a series of organized operations aimed at developing Its capabilities to explore new opportunities, and then invest them in light of clear fluctuations in the conditions of the relatively complex environment, in addition to developing their capabilities to invest in opportunities and ensure that new ideas are not lost and work on their implementation by actively sharing the available knowledge and transforming it into a new competitive advantage, in addition to expanding the base for obtaining additional resources, and in order to achieve the best investment for its financial, material, marketing, human and informational resources, to be the main research problem (Has the Iraqi Media Network been able to invest the knowledge orchestra in improving the dynamic capabilities?). Secondary, questions were derived that were the basis for preparing the hypothetical research scheme, and were the basis for finding a theoretical and practical side that integrates with each other to crystallize results and document conclusions, and develop recommendations and implementation mechanisms that help the network achieve its main goal embodied in the title of the thesis as a research contribution that strengthened its work and supported its productivity to be the first building block for launching subsequent studies in the field of application by experimenting with other variables with this combination.

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1.1 Literature Review:

Several studies dealt with the knowledge orchestration variable (independent variable), which is a relatively recent topic that appeared in the modern era. Farid (2011) presented a study dealing with the upgrading of knowledge as a prerequisite for the development of human resource capabilities and considered that human capital is the basic principle for developing these resources through science and technology. Sajadirad (2017) presented a study aimed at identifying the different methods of knowledge orchestra applied by organizations and the impact of each of them on the performance of entrepreneurship. Al-Tamimi (2020) measured and evaluated the knowledge dimensions and practices of the orchestra, knowledge synergy, and organizational performance in the Iraqi Airways Company to determine the overall indicators of the company's level of interest in the field of study variables. Paavo et al (2022) described an integrative model of alter-oriented brokering processes that modify, intermediate, and maintain relationships among alters in orchestrated knowledge networks and contributed by conceptualizing alter-orientation as a distinct brokering behavior, by unpacking the micro-foundations of brokering in knowledge network orchestration, and by demonstrating the dynamics between knowledge and social dimensions of knowledge network orchestration.

The other variable (the dependent variable), dynamic capabilities have been paid attention to by many researchers, as Kuo et al (2017) examined the relationship between dynamic capabilities, service capabilities, competitive advantage, and organizational performance in a group of container shipping companies to deal with a sector different from the one targeted by the researchers. This contributed to creating a broad vision of the nature of dynamic capabilities. Johara (2018) explored how educational institutions develop dynamic capabilities in times of change to meet the challenges of changing circumstances, thereby enhancing their response to those circumstances. Faisal (2021) dealt with a education sector in his study, through which he aimed to find more effective solutions for strategic performance in the light of the interactive relationship between dynamic capabilities and complexity management in a sample of private colleges in Baghdad. Cheng et al (2023) explored the configurational effects of strategic orientation and dynamic capabilities on the digital transformation of commercial banks، there is a synergistic relationship in dynamic capabilities conditions, with high technology orientation and high market orientation, commercial banks can equivalently substitute high sensing capability with high integrating capability to drive their high digital transformation.

Many studies link the two research variables, including the study of Nielsen (2006), which aimed to integrate research in knowledge management with the dynamic capabilities approach to understand the dynamic capabilities and show that the dynamic capabilities can be considered a component of tangible and intangible knowledge management activities. Smith and Prieto (2008) discussed attempts by modern strategic management theories to explain why organizations differ, because new sources of competitive advantage are badly needed in the dynamic and complex environment of global competition, and one of the most important areas that contribute to this is the dynamic capabilities and capabilities of the organization in knowledge management. The study confirmed that there is a link between these two concepts.

The problem of this research was represented by the main question (Was the Iraqi Media Network able to invest the knowledge orchestra in achieving distinguished performance across having dynamic capabilities?). Thus, the sub questions can be Summarized as follows:

• What is the level of availability of both knowledge organization and dynamic capabilities in the understudy organization?

• Are there relationships between the independent variable (knowledge orchestra) and the dependent variable (dynamic estimators)?

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The research can achieve the following objectives:

- Measuring and evaluating the dimensions and practices of knowledge orchestration and the dynamic capabilities of the Iraqi Media Network to determine the overall indicators of the network's level of interest in the study variables
- Diagnosing the direct effect for the independent variable (Knowledge Orchestration) on the dependent variable (dynamic capabilities).

2.Material and Methods :

2.1 Research Methodology:

The analytical-descriptive approach is the best way to obtain adequate and accurate information that depicts reality and contributes to the analysis of its phenomena (Al-Fayyad, 2011). The research data was processed using the Statistical Package for Social Sciences (SPSS v. 25) and Structural Equation Modeling (SEM) using Amos. The research methodology included five paragraphs, as follows:

2.2 The research limits:

- Spatial limits: The application of the field side of the research is limited to the Iraqi Media Network (IMN).
- Time limits: The practical component's and theoretical research's durations range from (10/7/2022 - 27/12/2022).
- Knowledge limits: The research includes two variables, the independent variable Knowledge Orchestration with its dimensions: (Knowledge Mobilization, Knowledge Acquisition, Knowledge Coordination, Knowledge Sharing, and Knowledge Integration) and the dependent variable Dynamic Capabilities with its dimensions: (Environmental Sensing Capabilities, Capabilities of Investing In Opportunities, Resource Reordering Capabilities, Marketing Capabilities, and Technological Capabilities).
- Human limits: The senior management.

2.3 The research hypothesis:

There is one basic hypothesis in this axis:

H. There is a statistically significant effect of knowledge orchestration on dynamic capabilities.

From this main hypothesis, five hypotheses emerge:

H1 There is a statistical effect of knowledge mobilization on dynamic capabilities.
H2 There is a statistical effect of knowledge acquisition on dynamic capabilities.
H3 There is a statistical effect of knowledge coordination on dynamic capabilities.
H4 There is a statistical effect of knowledge sharing on dynamic capabilities.
H5 There is a statistical effect of knowledge integration on dynamic capabilities.

2.4 The hypothetical research scheme:

A hypothetical research plan is shown in Figure 3 which was developed in accordance with the study's goals and problem after a review of the literature on research variables and their dimensions.

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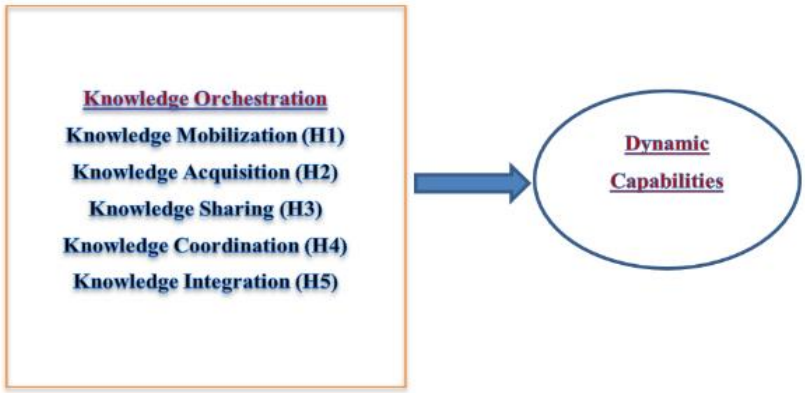

Figure 3: The hypothetical research scheme.
The **source**: By the researchers.

2.5 Knowledge Orchestration:

Linguistically and historically, the word orchestra is an ancient Greek word that was adopted by all languages of the world, including French Orchestra, English Orchestra, and German Orchestra. In the past, it was called the front part of the stage designated for dancing. With the development of drama, this place became designated for the seating of the musical band accompanying the drama. The orchestra is independent of drama, starting from the era of Bach and Handel in the eighteenth century (Nimri, 2018).

The term orchestra refers to the expression taken from the Greek theatre in the fifth century B.C. Orchestiké, Orcheisthai, it mentions to the distance between the stage of the ancient Greek theater and the rocky terraces where the audience sat. In the early seventeenth century, the term referred to the band that occupied the space between the stage and the audience seats, and the orchestra now included a group of players on various musical instruments such as percussion instruments, stringed instruments, wind instruments, and instruments with a plate of keys, and what may accompany these musical instruments is called the choir or chorus (Arnold, 1983).

The term orchestra usually refers to what the conductor of the orchestra (the maestro), who stands in the middle of the band, does through his use of the stick and physical gestures. However, the orchestra is not related only to writing music and determining how to play some music with a group of instruments but also to directing the performance to all musicians when they play the music (Tchounikine, 2013).

The term orchestra has expanded to include fields other than music. In knowledge networks such as industry forums and professional societies, members of different organizations share knowledge for mutual and individual benefit when managed properly. Knowledge networks enable individuals with limited time and resources to participate across organizational and industry boundaries. Such networks often involve deliberate coordination by a central actor (an individual, team, or organization), often referred to as an orchestra (Paavo et al, 2022). The term orchestra became popular and used frequently throughout the nineties within information technology. For example, (AT&T) in the year (1990) provided solutions in the field of network computing that aimed to increase the efficiency and productivity of work groups through the orchestra and automate the flow of work, communication, and information. In pursuit of the orchestra, Dhanaraj and Parkhe (2006) counted the orchestra within innovation networks in that it is related to taking deliberate and purposeful actions to initiate and manage the entire innovative processes (Hurmelinna and Nätti, 2017). Thus, the orchestra has become exploiting both excellence and responsiveness while preserving the possibility of goal-oriented activity (Paavo et al, 2022).

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2.5.1 The Concept of Knowledge Orchestration:

The intellectual development of knowledge has created new challenges that allow for the emergence of qualitative paths for growth and development and the creation of an abundance of information and knowledge (Abdulhameed and Al-Kubaisy, 2023). Knowledge is a main pillar for coordinating the orientations of organizations towards a bright future that is linked to the knowledge economy and integrates with the rapid leaps of technology (Mohammed et al, 2019). Consequently, the interest has acquired a wide range of literature concerned with knowledge (Mohammed, 2022), which is the unique determinant for coordinating groups and organizations, linking their visions, and uniting their goals so that their outputs are similar in an abstract qualitative way. In the case of organizations, the knowledge-based view (KBV) provides basic insights for spreading and coordinating knowledge to achieve competitive advantages (Mohammed et al, 2017). As a result, the coordination of knowledge enables organizations to create value, heterogeneity, and competitive advantages (Felker, 2022). In addition, the diversity in knowledge sources and the emergence of new technology developments in the nineties led to great pressure on organizations to improve their capabilities by using various sources of knowledge, as the (orchestra) is seen as being related to knowledge flows within the organization as a core ability that enhances its competitive advantages (Sajadirad, 2017).

The knowledge orchestra was promised as the basis for knowledge in the organization (Cegarra-Navarro et al, 2019), as the need emerged in the current business environment to extract knowledge and ideas from a variety of sources, as well as the need for a certain ability of the orchestra to direct activities in the organization (Hurmelinna-Lukkanen and Natti, 2008), and in particular, the knowledge orchestration is vital because the orchestra is for specific types of knowledge, i.e. specialized or general knowledge. It allows organizations to influence performance at both the individual and organizational levels (Felker, 2022).

The knowledge orchestration can be defined, according to the requirements of the current research, as methods and methods used by the organization's leaders to employ information and processes to invest knowledge and achieve its organizational goals, as well as identify and meet the needs of beneficiaries and developing and distributing the services provided.

2.5.2Dimensions of Knowledge Orchestration:

The dimensions of knowledge orchestration were adopted to diagnose its reality and its relative importance in the Iraqi media network, and because this variable is of great importance in the survival and growth of the organization or not. In addition, knowledge orchestration is one of the modern topics that are still in their infancy and whose idea crystallizes in how organizations can manage their resources and knowledge capabilities optimally in light of a rapidly changing environment. The creation of effective value often depends on some actions taken in organizational contexts, in which knowledge is the main process (Dhanaraj and Parkhe, 2006). The recognition of knowledge orchestration takes place through the combination of the three processes (coordination, integration, and entrepreneurial orientation), which lead to improve performance. The dimensions of knowledge orchestration measurement were adopted according to the (Liu ‘s, 2017) scale, which combined most of the studies that dealt with these dimensions, which are compatible with the researched organization (Iraqi Media Network), as follows:

- **Knowledge Mobilization:**

Knowledge mobilization partnerships are increasingly recognized as a vital strategy in efforts to advance research-based policy and practice. These partnerships typically seek to bring together the expertise of knowledge stakeholders across disciplines, sectors, and jurisdictions including policymakers, practitioners, researchers, service users, and communities to improve the development, communication, and implementation of evidence and innovations.

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They also increase the value of research by decision-making partners to enhance the relevance of policies and practices to research outputs; build intellectual capital (knowledge) and social capital (relationships) that enhance the capabilities of all parties to conduct, share and use research effectively; and increase the assimilation of research into policy and practice, since the joint production of knowledge leads to "the best and most lasting effects of research and has the ability to bring about systemic change (Haynes, 2020). Since organizational knowledge is often of a superficial nature that is difficult to disseminate. However, there is little knowledge regarding how any individual in the organization can motivate others to share useful knowledge (Yang, 2016), and given this implicit role of knowledge in shaping and changing beliefs. The dissemination of information resulting from research may be a useful implementation of adaptive change in beliefs, as there are great opportunities that emerge through efforts to mobilize knowledge to bring about a socio-cultural change in beliefs and behaviours, and this situation has emerged a lot thanks to the new technological developments and social media, which have pushed knowledge mobilization efforts forward through the development of modern approaches in recent years (Thomassin, 2022) Knowledge mobilization aims to guide the use of knowledge resources, and also helps to determine what is necessary to support organizational goals (Chirico et al, 2011). There is a linear model for one-way processes in which knowledge is a generalizable product and its use depends on the effectiveness in producing knowledge by researchers, disseminating it to users, and integrating it into practice and policies. These stages can be up to seven: production, validation, comparison, deployment, adoption, implementation, and institutionalization (OECD, 2022).

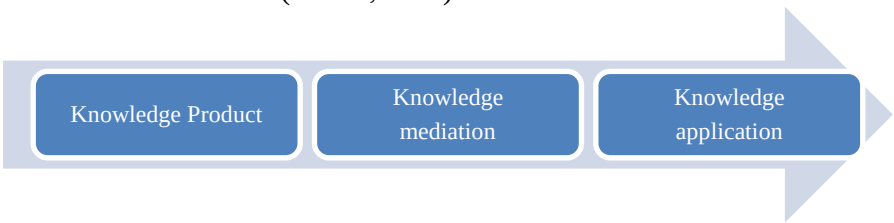

Figure 1: The knowledge mobilization linear model
The source: (OECD, 2022).

From the point of view of the researchers, it represents a term used to define the relationship between academic research or creative works, organizations, people, and government to improve programming and inform about a policy change by directing packages of knowledge from its source to the beneficiary in a way that upsets the balance of competition, as well as promoting and facilitating the use of research among users of knowledge (stakeholders, decision-makers, policymakers, practitioners, and members of society) to help them make informed decisions about policies, programs, practices, and behaviors that lead to brilliant and qualitative performance.

- **Knowledge Acquisition:**

The acquisition of knowledge is an integral part of individual and organizational learning, and it is the best strategy for obtaining knowledge (Vatamanescu et al, 2022). It is a specific process for obtaining information that some converging terms share to depict that process, such as seek after, achieve, produce, develop, and catch, and the process of creating knowledge using information is part of knowledge acquisition (Ahmed et al., 2015: 3). It is the process through which knowledge is obtained when identifying and exploiting existing and acquired knowledge assets and developing new opportunities, as the acquired knowledge can be tacit, explicit, or a combination of the two (Gharakhani and Mousakhani, 2012), it is through the process of acquiring knowledge whether from outside the organization or through its internal creation and it aims to obtain new knowledge that helps the organization improve its competitiveness. Therefore, the generation of knowledge cannot be limited to the creation of new content alone but extends to replace, validate, and update existing knowledge (Pérez and

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Alege, 2012). The process of acquiring knowledge takes place through the merging of tacit and explicit knowledge, as follows: merging explicit knowledge into explicit knowledge through the mating of existing knowledge; merging the explicit into the tacit through its application, which may reach experience; merging the tacit into the tacit through the sharing and sharing of the personal knowledge of the workers; merging the tacit into the explicit through the self-expression of the person who possesses it (Al-Siddiq et al, 2018).

- **Knowledge Coordination:**

With the decrease in bureaucracy and decentralization of operations, the scope of knowledge coordination should be as close as possible to the relevant knowledge areas. Coordination means that knowledge managers have major roles to play. Knowledge coordination is distributed to solve organizational problems of knowledge management, meaning that clear and systematic efforts are made to enable the identification, creation, storage, and sharing of vital knowledge resources (individual and collective), their creation, storage, and sharing, and their use for the benefit of the organization (Serrat, 2017). Successful coordination is characterized by the harmonious adaptation and integration of individual and group activities to achieve a greater goal by working effectively (Persson and Mathiassen, 2012). This highlights the role of knowledge coordination in all the processes of the knowledge orchestra, as knowledge exchange is the exchange of information and knowledge between employees, managers, organizational units, and strategic partners, and the creation of knowledge comes with new ideas about products, services, and work methods. and multiple, experiences and customer contributions, and the coordination of knowledge ensures the building of a knowledge base as one of the constituent dimensions of knowledge orchestration processes (Trivedi and Srivastava, 2022).

- **Knowledge Sharing:**

Knowledge sharing, especially in large organizations, requires a cultural, social, and technological dimension, as the organization must provide employees with information technology infrastructure and ensure their correct use of this infrastructure to create, store, and distribute their knowledge. Knowledge tools must also be considered easy to use and add value to the performance of employees. Motivating employees to share knowledge as a comprehensive corporate culture (Oye et al, 2011), and effectively encouraging knowledge exchange to raise the industrial chain towards high levels through strategic alliances for industrial technological innovation and improving the organizations' ability to technological innovation by considering the factors that affect each stage of knowledge sharing (Wang et al, 2023). Likewise, organizations realize the need for knowledge to achieve a sustainable competitive advantage if they can motivate their employees to share knowledge and at all levels in the organization, as this will enable the organization to develop strategies and create a knowledge base to assist it respond quickly to competition and in more effective ways (Yeo and Marquardt, 2015).

- **Knowledge Integration:**

The unique knowledge diversity that characterizes individuals requires organizations to integrate to support their work through the collection of diverse knowledge, and integration is often understood as reaching a knowledge consensus on a specific topic through a group discussion; that is, integration of knowledge means dealing with different knowledge as separate blocks that unite with each other to create a unified structure (Fam et al, 2019). Besides, knowledge integration refers to the basic idea in knowledge orchestration, which is a comprehensive perception of human knowledge and understanding, and the orchestra is considered knowledge is a philosophical model that aims to provide an integrated vision of knowledge and interaction between the various fields and disciplines of the organization. The ability of organizations to integrate knowledge-based resources and continuously reintegrate them innovatively and flexibly is a very important condition (Nurdin, 2019). Knowledge integration has three main purposes: clarification, convergent verification, and the development of analytical density.

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Data integration can improve the combination of tacit and explicit knowledge, organize interactions between research and extension communities, and clarify knowledge from different sources, such as a website or a particular actor or process (Gardeazabala et al, 2023). The vision and mission are needed for a better understanding of the strategy that should be applied, as shown in Figure 2, as the formation and accumulation of knowledge are prerequisites for its integration and use for the goals of the organization, which are determined according to the vision.

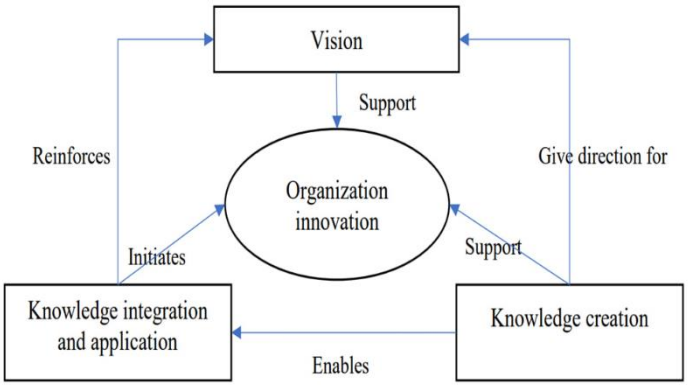

Figure 2: The relationship among vision, knowledge integration, and organizational innovation, The source: (Koshelieva et al, 2023).

2.6 Dynamic Capabilities:

The literature on dynamic capabilities in the resource-based perspective and its practices were rooted in this perspective, and most of its countryside was in line with this perspective. Dynamic capabilities are defined as the ability of the organization to create, extend, modify, or expand the base of its resources purposefully, as well as the organizational ability to achieve new forms of competitive advantage through renewing the competencies and organizational resources to achieve congruence with the variable business environment. The organizations through which they adapt to the resources of human and material resources (Zahim and Gwad, 2021). The concept of dynamic capabilities is one of the most vital topics in the field of strategic management and has been referred to as a concept based on the existing performance of organizations. In addition, future visions about dynamic capabilities, as the dynamic approach contributes to the formulation of a strategic theory that can provide management with an idea of how to develop competitive capabilities and long-term success (Tikkanan, 2014). When environmental conditions change, basic capabilities can become obsolete and ineffective or can create stagnation and prevent the formation of other capabilities (Fischer et al., 2010). Therefore, success can only be achieved if the organization can intentionally renew its capabilities, or what can be referred to as with dynamic capabilities (Piening, 2013). Ambrosini and Altintas (2019) define dynamic capabilities as the ability to modify the resource base or the ability to ensure that the technical capabilities of the organization change over time, as well as a group of essential factors in changing the arrangement of the resource base. It is also referred to as procedures intended to modify operating procedures, and it also constitutes the ability to build new capabilities (Dias and Pereira, 2017). Dynamic capabilities representing higher-level activities allow organizations to provide services competitively in the market and define them (Gafencu, 2019). It is defined by Lin and Wu (2014) as organizational capabilities that allow the integration, modification, and rearrangement of internal and external resources. Internal resources generally represent the resources that the organization itself possesses, while external resources can be obtained through strategic alliances and cooperation.

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2.6.1The Importance of Dynamic Capabilities:

The efforts of researchers continued to clarify the importance of dynamic capabilities in organizations for their ability to achieve competitive advantage and adapt these resources over time. Dynamic capabilities strengthen the strength of the organization and enabling it to coordinate its activities and quickly and flexibly respond to competitors' strategies, invest internal and external assets. They also improve their organizational effectiveness (Al-Taee and Hussein, 2020), as its importance varies according to the level of economic and technological changes in the environment in which the organization operates, and its role appears specifically in a changing and volatile environment, in fluctuating and unstable environmental conditions, and a business process that faces operational capabilities that lead its success in certain periods of time, a gradual loss of value, due to its incompatibility with the changing and volatile environment, and with the evolving needs and desires of customers (Felin and Powell, 2016), which requires a review of these resources, and work to reconfigure them And renew it to be commensurate with the challenges it faces.

The prominent role of capabilities is evident in its positive impact on organizational performance in several ways, including (re-matching the resource base with changing environments, generating change in markets, supporting resource selection and capacity-building mechanisms that generate profitability, and improving the effectiveness and efficiency of the speed of organizational re-care operations for the environmental disturbance that enhance organizational performance at the end of the organizational work path (Wilden, et al, 2012). In the same context indicates Helfat et al, (2007) who see that it enables the organization to survive when can adapt to the external environment, and grow when the size of the organization increases over time.

2.6.2Dimensions of Dynamic Capabilities:

The idea of dynamic capabilities originated in the field of strategy, and as the concept of dynamic capabilities resulted in some major and general discussions, the concept is far from being unified. Despite these discussions, we may find a consensus in the literature regarding its essence as such, and we differentiate between extrinsic dynamic capacities directed at recognizing opportunity and intrinsic dynamic capacities directed at taking advantage of opportunities. (Wu et al., 2016). Li and Liu, (2014) dismantled the dynamic estimators from different perspectives, such as the content perspective, the process perspective, the ontology perspective, and the knowledge perspective, to reveal the rich multidimensional content of the dynamic estimators (Liu et al, 2019).

- **Environmental Sensing Capabilities:**

To generate the potential advantages of the resources that will be transformed into achieved results in the global dynamic and competitive environment, it is necessary to possess distinctive environmental sensing capabilities, as they are defined as the ability to explore, interpret, and search for opportunities in the environment. This requires the organization to search for and explore markets and technology for the short and long term, and this means that it has a positive impact on generating more innovative products and services, responding faster to the market, and improving the performance of new businesses (Hernández et al, 2018).

- **Capabilities of Investing in Opportunities:**

Capitalizing on opportunities requires timely implementation by senior management who share a unified vision (Hartman et al, 2016). On this basis, the capabilities of investing in opportunities will be defined as "the process of translating future options into promising innovations, whether in the field of products, service delivery, or operations within the organization through implementing new technology and investing in it or adopting new approaches. It is important to focus on the relative importance of increasing innovations and compare them to a large extent with new technology and business models (Ince and Hahn, 2018).

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- **Resource Reordering Capabilities:**

Organizations should be better able to realign their resources by re-evaluating the allocation of resources to projects that can achieve potential success. New methods, new business models, and strategic planning are identified to be dealt with as capabilities to rearrange resources, and capabilities refer to the willingness and ability to contribute actively to alternative paths, to become a leader in innovation, as long-term strategic planning and willingness to take risks play major roles. They are linked to the delegation of the decision-making process, and management increases its discretion regarding new technology and knowledge integration within the organization (Hartman et al, 2016).

- **Marketing Capabilities:**

The idea of marketing capabilities emerges from the theory of strategic management and is translated as the ability of the organization to reach its competitive advantage in light of its changing environment, which motivates organizations to pay attention to the capabilities they possess in general and marketing capabilities in particular and seek to develop them in a way that guarantees survival, growth, and development. They also define strategic directions, which are considered a roadmap that guides the organization to reach its specific goals and even exceed them to the maximum extent possible (Hassan, 2020). The concept of capabilities has been studied in other disciplines in the academic field, such as strategic management, social sciences, philosophy, and economics. It was more prominent in economics, and during the past few decades, the term "capabilities" has been increasingly used in the marketing literature and has been called "marketing capabilities" and has emerged as an important research area, as it is treated as a topic that is not new to academic circles (Kamboj and Rahman, 2017). In today's dynamic and hyper-competitive global economy, strategy must focus on organizations constantly renewing themselves in the marketplace. It emphasizes "adaptive marketing capabilities" (Moorman and Day, 2016).

- **Technological Capabilities:**

Intense competition between management sectors prompted the provision of greater efficiency, quality, and flexibility in services, and in an attempt to achieve these strategic goals, organizations adopted more sophisticated and comprehensive management technology systems aimed at providing senior managers with a wide range of information about the organization's operations to facilitate the decision-making process and achieve performance, as organizations differ in the extent to which they successfully achieve strategic performance (Naranjo, 2009).

On the other hand, the organization organizes all its related technological and educational resources to integrate them into the business process to achieve organizational goals. The formations must be for support operations compatible with the environment in which organizations operate. operate, and the strong capabilities of technology enable organizations to benefit from their assets, resources, and technical experiences and actively benefit from them, and the technology resources for organizations are classified as infrastructure, human resources working in the field of technology, and to achieve a deeper understanding of the mechanisms through which the flexible structure of engineering is added Value technology (Mikalef et al, 2018).

2.7 Measurement tool:

The questionnaire included two main variables (korchestration and dynamic capabilities). The independent variable (knowledge orchestration) was measured by five dimensions (knowledge mobilization, knowledge acquisition, knowledge sharing, knowledge coordination, and knowledge integration) and 30 items. While the dependent variable (Dynamic Capabilities) was measured by five dimensions (environmental sensing capabilities, opportunity investment capabilities, resource rearrangement, marketing capabilities, and technology capabilities). The number of variable items was 30. The questionnaire covers 60 items long, and it is taken from approved sources from previous studies, according to Table 1.

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Table 1: Coding of the questionnaire according to the criteria and model chosen for the research

Variables	Dimensions	items	Coding	The source
Knowledge Orchestration	Knowledge Mobilization	1-6	X1	Liu, 2017
	Knowledge Acquisition	7-11	X2	
	Knowledge Sharing	12-18	X3	
	Knowledge Coordination	19-24	X4	
	Knowledge Integration	25-30	X5	
Dynamic Capabilities	Environmental Sensing Capabilities	31-35	Y1	Wilden, et. al., 2013
	Opportunity Investment Capabilities	36-41	Y2	
	Resource Rearrangement	42-47	Y3	
	Marketing Capabilities	48-54	Y4	
	Technology Capabilities	55-60	Y5	

The source: By the researchers.

2.8 The research community and its sample:

The researchers chose an intentional sample of the leaders of the Iraqi Media Network who have responsibilities and tasks related to an administrative position that enable them to make decisions and contribute through them to shine at the local, regional, and international levels. The active actors in the various organizational activities and according to their functional and knowledge experience, especially since the research sample has relatively more experience and knowledge, understood the research objectives and the questionnaire paragraphs and assisted the researchers in achieving the research goal while the researchers retrieved 139 questionnaires, and upon separating them, they became valid from the questionnaires for statistical analysis 134 questionnaire after separation, represented the final research sample, and is shown in Table 2, and the demographics of the research sample in Table 3 .

Table 2: The research community and sample

Community	Distributed	Retriever	Valid	Sample
160	160	139	134	134
100%	100%	87%	84%	84%

Table 3: The demographics of the research sample:

Demographic Factors	Category	Frequency	Percentage
Gender	Male	109	81%
	Female	25	19%
Age	30 years and under	16	12%
	31 - 40	32	24%
	41- 50	56	42%
	51 and over	30	22%
Job position	Directorate Director	22	16%
	Associate director	29	22%
	department manager	83	62%
Academic Qualification	Bachelor	80	60%
	High Diploma	15	11%
	Master's	15	11%
	PhD	24	18%
Experiences	From 6 to 10 years	21	16%
	From 11 to 15 years	18	13%
	From 16 to 20 years	59	44%
	From 21 to 25 years	9	7%
	More than 25 years	30	20%

The source: By the researchers, according to the SPSS (v. 25) .

It is clear from the above table that the ratio of males to females varies, as the percentage of males reached (81%) and the percentage of females (19%). This indicates a lack of balance in the allocation of administrative positions in the Iraqi Media Network about gender. It was found through the age groups that the largest percentage is the intellectually mature category, which was represented by the category (41-50) with a rate of 42%, followed by the category (30-41) with a rate of 24%. This indicates that the Iraqi Media Network relies on large age groups, followed by a category characterized by impulsiveness and experience. Concerning educational qualification, it is clear that the largest percentage are holders of a bachelor's degree (60%), followed by a master's degree (18%). Finally, according to the years of experience, the category (16-20) is the largest category with a rate of (44%), followed by the category (more than 25 years) with a rate of 20%.

3.Discussion of Results:

The current section aims to present the findings of the descriptive and explanatory statistics of the research variables and their sub-dimensions by analysing and interpreting them, diagnosing their flaws by looking at the research sample's responses for each item in terms of interest in adoption and application, and presenting the findings.

3.1 Descriptive statistics:

Table 4 presents the values of the mean, standard deviation, variance, and the coefficient of difference for each item. The answers of the sample were represented according to the search variables, as well as the relative weight average (dimension availability ratio), which is extracted by dividing the arithmetic mean by the highest value in the Likert scale multiplied by 100 and determining the size of the gap by subtracting the dimension availability percentage from 100 (Mahmoud, 2022).

Table 4: Descriptive Statistics

Variables	**Descriptive Statistics**							
	Dimensions	**Items**	**M**	**S. D**	**C.V**	**T test**	**Average relative weight**	**Arrangement**
Knowledge Orchestration	Knowledge Mobilization	X1	3.97	0.584	17.47	79.4	16.189	3
	Knowledge Acquisition	X2	3.69	0.693	16.66	73.76	12.964	2
	Knowledge Sharing	X3	3.85	0.614	16.16	76.9	15.750	1
	Knowledge Coordination	X4	3.85	0.621	18.60	76.9	13.683	5
	Knowledge Integration	X5	3.82	0.715	17.73	76.3	13.975	4
Knowledge Orchestration			**3.83**	**0.584**	**15.25**	**16.494**	**76.6**	**FIRST**
Dynamic Capabilities	Environmental Sensing Capabilities	Y1	3.83	0.615	16.07	15.617	76.6	1
	Opportunity Investment Capabilities	Y2	3.40	0.664	19.52	9.234	68	2
	Resource Rearrangement	Y3	3.54	0.759	21.44	8.266	70.85	5
	Marketing Capabilities	Y4	3.70	0.730	19.70	11.182	74.1	3
	Technology Capabilities	Y5	3.76	0.767	20.41	11.480	75.2	4
Dynamic Capabilities			**3.63**	**0.616**	**16.97**	**12.797**	**72.6**	**SECOND**

The source: By the researchers, according to the SPSS (v. 25) .

It can be seen from Table 5 that the knowledge orchestra has the lowest coefficient of relative difference among the variables studied (15.25%), which indicates the agreement of the sample on its availability in the first order by the Iraqi Media Network. Table (5) shows the contribution of knowledge sharing at a very high level in enhancing the knowledge orchestra due to its coefficient of difference (16.16%) and its availability with an arithmetic mean (3.85), while the other dimensions were knowledge mobilization, knowledge coordination, knowledge integration, and knowledge acquisition knowledge. The dynamic capabilities came in second-order among the research variables, and they obtained a relative coefficient of difference (16.97%) in light of their practice and adoption with good interest and an arithmetic mean (3.63), while it became clear the contribution of environmental sensing capabilities, investment opportunities capabilities, marketing capabilities, technology capabilities, and resource rearrangement in improving the dynamic capabilities in general. The researchers have answered some questions about the research problem on the applied side.

3.2 Correlation hypothesis analysis :

The current axis focuses on evaluating the correlation of research variables between knowledge orchestration and dynamic capabilities, as shown in Table 5.

Table 5: Correlations between knowledge orchestration and dynamic capabilities

Variables	Environmental Sensing Capabilities	Opportunity Investment Capabilities	Resource Rearrangement	Marketing Capabilities	Technology Capabilities	Dynamic Capabilities	**The Test**
Knowledge Mobilization	0.678**	0.591**	0.599**	0.362**	0.655**	0.660**	**R**
	0.000	0.000	0.000	0.000	0.000	0.000	**Sig.**
Knowledge Acquisition	0.326**	0.720**	0.756**	0.634**	0.541**	0.692**	**R**
	0.000	0.000	0.000	0.000	0.000	0.000	**Sig.**
Knowledge Sharing	0.458**	0.728**	0.732**	0.600**	0.766**	0.762**	**R**
	0.000	0.000	0.000	0.000	0.000	0.000	**Sig.**
Knowledge Coordination	0.559**	0.710**	0.710**	0.601**	0.726**	0.764**	**R**
	0.000	0.000	0.000	0.000	0.000	0.000	**Sig.**
Knowledge Integration	0.611**	0.761**	0.752**	0.703**	0.752**	0.826**	**R**
	0.000	0.000	0.000	0.000	0.000	0.000	**Sig.**
Knowledge Orchestration	0.605**	0.796**	0.804**	0.656**	0.784**	0.842**	**R**
	0.000	0.000	0.000	0.000	0.000	0.000	**Sig.**
Ratio	100%	100%	100%	100%	100%	100%	**n=134**
Direction	positive directive	positive directive	positive directive		positive directive		
**** Correlation is Significant at the 0.01 Level (2-tailed)**							

The source: By the researchers, according to the SPSS (v. 25).

It is noted from the results of Table 5 that the independent variable (Knowledge Orchestration) achieved medium to strong direct positive correlations with the dependent variable (Dynamic Capabilities) and its dimensions (environmental sensing capabilities, opportunity investment capabilities, resource rearrangement, marketing capabilities, and technological capabilities) in moderate to strong direct positive relationships, as all relationships had a probability value less than 0.05.

3.3 Testing influence relationships and verifying research hypotheses:

The researchers seek to employ inferential statistics methods to test the validity of the main influence hypotheses to determine their acceptance or rejection according to the test outputs with the sub-hypotheses emanating from them, as he tested the effect of the independent variable model (knowledge orchestration with its combined dimensions) on the dependent variable (dynamic capabilities with its combined dimensions), according to the coefficient of determination and influence and their acceptance through the level of significance (Sig<0.05),

the value of (T>1.9784) calculated, and the value of (F>3.914) at the degree of freedom (133), up to the determination of the following prediction equation:

$$Y= \alpha + \beta 1 * X1i + \beta 2 * X2i \ldots + U \quad (1)$$

Through the results of Table 6 it became clear that the value of the calculated (F) test for the model (114.890) at the probability value (0.000), which is more than the tabulated value (3.914) at the probability value (0.05), and a degree of freedom (133), to indicate the morality of the model and its statistical acceptance and acceptance of the hypothesis in general, as the researchers noted the value of the interpretation coefficient of the model (0.726), and the interpretation coefficient M Corrected (0.720), as Knowledge Orchestration dimensions combined (knowledge mobilization, knowledge acquisition, knowledge sharing, knowledge coordination, and knowledge integration) were able to explain (72%) of the changes that occur in the dynamic capabilities. While the remaining percentage (28%) is attributed to other variables that were not included in the tested model. The knowledge orchestration variable with its dimensions combined in the dynamic capabilities had a significant effect, but on the level of the internal influence of the dimensions constituting the model, it was according to the following:

- There was a positive effect of the knowledge mobilization dimension of 0.160 at a probability value of 0.005 and with a calculated (T) value of 2.828, an effect of the knowledge acquisition dimension of 0.239 at a probability value of 0.000 and with a calculated (T) value of 3.743, and a positive effect of the knowledge integration dimension of 0.488 at a probability value of 0.000 and with a calculated (T) value (6,822).
- The researchers did not find any effect in the model for the dimension of knowledge sharing and knowledge coordination, as the value of their effect was very weak, with a probability value greater than the probability value (0.05) and the calculated (T) value less than its tabulated value (1.9784) at the degree of freedom (133).
- It was found that the network resorted to employing the model effectively and in a positive manner that contributes to improving the level of dynamic capabilities by relying on mobilizing knowledge, acquiring knowledge, and integrating knowledge, while it was unable to invest after coordinating knowledge and sharing knowledge in improving the level of dynamic capabilities, according to the following equation:

*Dynamic capabilities (Y) = (0.303) + 0.160 * (knowledge mobilization) + 0.239 * (knowledge acquisition) + 0.140 * (knowledge coordination)* (2)

Table 6: The effect of knowledge orchestration with its combined dimensions on the dynamic capabilities.

The Independent Variable	**Dynamic capabilities (Y)**						
	α	**β**	**R^2**	**A R^2**	**t**	**P**	**F**
Knowledge Mobilization	**0.303**	**0.160**	**0.726**	**0.720**	**2.828**	**0.005**	**114.890**
Knowledge Acquisition		**0.239**			**3.743**	**0.000**	
Knowledge Sharing		**0.138**			**1.601**	**0.112**	
Knowledge Coordination		**0.028**			**0.242**	**0.809**	
Knowledge Integration		**0.488**			**6.822**	**0.000**	

The source: By the researchers, according to the SPSS (v. 25).

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4. Conclusion:

- The Media Network has shown its ability to mobilize knowledge by adopting communication patterns that are compatible with its orientation towards possessing intellectual capital that distinguishes it from others, especially as it works to expand the knowledge base, such as diversity in possessing various knowledge disciplines within its current and future cadres.
- The network showed its high tendency to acquire knowledge by organizing and storing the acquired external information in a manner that enables it to perpetuate and access it easily, especially as it works to provide incentives to encourage its members to contribute their wisdom and experience to facilitate the acquisition of knowledge by newcomers.
- The network strengthened knowledge orchestra with its ability to share knowledge, which results from its adoption of the exchange of information and knowledge to obtain new ideas that can be used to improve the service provided and accomplish tasks without wasting opportunities and resources, and encourages them to employ their knowledge in various fields of work.
- The network focused on coordinating knowledge and developing and using skills related to achieving planned productivity, as well as urging its members to understand the work context and align it with their experiences to face fluctuations in the external environment flexibly.
- The network has proven its adherence to the integration of knowledge in a high way, resulting from enabling its members to link their experience to the task and burdens in a way that improves their individual and collective performance, in addition to the gathering of their experiences to develop a common understanding of any limitations or problems that occur in the network.
- The capabilities of environmental sensing contributed to enhancing the dynamic capabilities of the Iraqi media network by monitoring the changes that occur in its media, economic, and legal environments, as well as identifying the needs of its customers in light of media operations and regularly verifying the quality of its capabilities compared to competitors.
- The network has proven to have the capabilities to invest in opportunities through its focus on various investments to implement new administrative methods to ensure that meaningful ideas are not lost and to cooperate with its customers in developing the marketing of media services in comparison with other competitors.
- The Iraqi Media Network relied on its marketing capabilities to improve its dynamic capabilities in a high manner, resulting from the effective management of its marketing information, such as developing marketing programs, collecting information about customers and competitors, analyzing market information, responding quickly to competitors' tactics, and changing customers' tastes.
- The Ethnic Media Network focused on its technological capabilities by predicting future technological trends quickly and accurately to ensure the quality of information and technological services and working to develop its systems and technical procedures aimed at increasing the efficiency of administrative activities.
- The Iraqi Media Network showed a tendency to improve its dynamic capabilities by investing in knowledge orchestra and its foundations (knowledge mobilization, knowledge acquisition, and knowledge integration) in particular, but when it improves the level of environmental sensing capabilities, it relies on knowledge mobilization, knowledge sharing, and knowledge integration. While it tends to adopt knowledge acquisition, knowledge sharing, and knowledge integration when it improves its capabilities to invest in opportunities and return to adopting knowledge mobilization, knowledge acquisition, and knowledge integration when it improves the rearrangement of its resources and in various circumstances. While it focuses on knowledge mobilization, knowledge acquisition, and knowledge integration when it improves its marketing capabilities, and finally the network adopted knowledge mobilization, knowledge sharing, and knowledge integration to improve its technological capabilities.

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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 الأوركسترا المعرفية في المقدرات الدينامية: بحث تحليلي في شبكة الإعلام العراقي

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مستخلص البحث:

يهدف هذا البحث إلى معرفة تأثير أوركسترا المعرفة بأبعادها (حشد المعرفة، اكتساب المعرفة، تنسيق المعرفة، تبادل المعرفة، وتكامل المعرفة) على القدرات الديناميكية بأبعادها (قدرات الاستشعار البيئي، قدرات استثمار الفرص، قدرات إعادة ترتيب الموارد، والقدرات التسويقية والقدرات التكنولوجية). تمثلت المشكلة الرئيسية لهذا البحث في السؤال الحالي (هل تمكنت شبكة الإعلام العراقي من استثمار أوركسترا المعرفة في تحقيق أداء متميز عبر قدرات ديناميكية؟). اتخذت شبكة الإعلام العراقي مجالاً للتطبيق لهذه المتغيرات، إذ شملت عينة البحث القيادات العليا في شبكة الإعلام العراقي وعددهم (134) ما بين مدير مديرية ومساعد مدير ورئيس دائرة. قسم. استخدمت الدراسة المنهج الكمي وكانت الاستبانة أداة رئيسية لجمع البيانات والمعلومات، واستخدم البحث برنامج SPSS (v. 25) لتحليل البيانات. وتوصلت نتائج الدراسة إلى وجود علاقة تأثير وارتباط معنوية وإيجابية بين كل بعد من أبعاد العمليات المعرفية للأوركسترا وقدراتها الديناميكية. كما أشارت نتائج البحث إلى أن الشبكة الإعلامية عرضت وحداتها في حشد المعرفة من خلال اعتماد أنماط اتصال تتناغم مع توجهها نحو امتلاك رأس مال فكري يميزها عن غيرها، لاسيما أنها تعمل على توسيع القاعدة المعرفية، مثل التنوع في المجالات المعرفية لدى موظفيها الحاليين والمستقبليين.

نوع البحث: ورقة بحثية

المصطلحات الرئيسة للبحث: الأوركسترا المعرفية ، المقدرات الدينامية ، شبكة الإعلام العراقي.

***البحث مستل من اطروحة دكتوراه**

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