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The Role of Knowledge Absorption in Addressing Strategic Short-Sightedness: The Mediating Role of Green Intellectual Capital

An Applied Study of the Opinions of a Sample of Workers in the General Directorate of the Municipality of Maysan

Murtada Tuama Sultan Al Bukhati
Dr.Ahmed Hameed Kareem Al Kalkawi
University of Al-Bayan, Baghdad, iraq
Dr.Firas Adnan Abbas Al Tabtabae
University of Al Qadisiyah

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Corresponding author:

Murtada Tuama Sultan Al Bukhati
Dr.Ahmed Hameed Kareem Al Kalkawi
Dr.Firas Adnan Abbas Al Tabtabae

Email:
murtadatama@uomisan.edu.iq
ahmed.ha@albayan.edu.iq
Firas.a.abbas@qu.edu.iq

Abstract

This study investigates the interrelationships among Knowledge Absorption (KA), Strategic Short-sightedness (SS), and the mediating role of Green Intellectual Capital (GIC) within a public sector context. Specifically, it examines how Internal and External Absorption of knowledge influence Temporal and Spatial Short-sightedness through the development of Green Human, Structural, and Relational Capital. Despite the recognized importance of cognitive processes (KA) in mitigating organizational inertia (SS), the mechanism by which environmental sustainability capital (GIC) facilitates this relationship remains underdeveloped in the literature. To address this gap, a quantitative approach was employed. Data were collected via a questionnaire from a sample of 109 employees at the General Directorate of the Municipality of Maysan, achieving a response rate of 90.83%. The structural equation modeling results confirmed a significant positive correlation and a direct effect of Knowledge Absorption on mitigating Strategic Short-sightedness. More importantly, the findings established that Green Intellectual Capital plays a statistically significant mediating role in this relationship. The study concludes that the deliberate cultivation of green-focused knowledge capabilities acts as a vital strategic asset, enabling the directorate to better foresee and proactively address strategic short-sightedness, thereby improving long-term environmental and operational planning.

Key words: knowledge absorption, strategic short-sightedness, green intellectual capital.

دور استيعاب المعرفة في معالجة قصر النظر الاستراتيجي: الدور الوسيط لرأس المال الفكري الأخضر

دراسة تطبيقية لآراء عينة من العاملين في المديرية العامة لبلدية ميسان

مرتضى طعمة سلطان البخاتي
جامعة القادسية/ كلية الإدارة والاقتصاد
د. أحمد حميد كريم الكلكاوي
جامعة البيان/ كلية إدارة الاعمال
د.فراس عدنان عباس الطبطبائي
جامعة القادسية/ كلية الادارة والاقتصاد

المستخلص:

تبحث هذه الدراسة في العلاقات المتبادلة بين استيعاب المعرفة، وقصر النظر الاستراتيجي، والدور الوسيط لرأس المال الفكري الأخضر في سياق القطاع العام. وتبحث تحديدًا في كيفية تأثير الامتصاص الداخلي والخارجي للمعرفة على قصر النظر الزماني والمكاني من خلال تطوير رأس المال البشري والهيكلي والعلائقي الأخضر. ورغم الأهمية المعترف بها للعمليات المعرفية في التخفيف من الجمود التنظيمي، إلا أن الآلية التي يُسهّل بها رأس مال الاستدامة البيئية هذه العلاقة لا تزال غير مكتملة في الدراسات السابقة. ولسد هذه الفجوة، استُخدم نهج كمي. وجُمعت البيانات من خلال استبيان لعينة من ١٠٩ موظفين في المديرية العامة لبلدية ميسان، وبلغت نسبة الاستجابة ٩٠,٨٣٪. أكدت نتائج نمذجة المعادلات الهيكلية وجود علاقة إيجابية مهمة وتأثير مباشر لامتصاص المعرفة في التخفيف من قصر النظر الاستراتيجي. والأهم من ذلك، أثبتت النتائج أن رأس المال الفكري الأخضر يلعب دورًا وسيطًا ذا دلالة إحصائية في هذه العلاقة. وتخلص الدراسة إلى أن التطوير المدروس لقدرات المعرفة الخضراء يُمثل أصلًا استراتيجيًا حيويًا، مما يُمكّن المديرية من التنبؤ بقصر النظر الاستراتيجي ومعالجته بشكل استباقي، وبالتالي تحسين التخطيط البيئي والتشغيلي طويل الأجل.

الكلمات المفتاحية: امتصاص المعرفة، قصر النظر الاستراتيجي، رأس المال الفكري الأخضر.

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Introduction

Most of the local directorates suffer from a weakness in the capabilities of dealing with the knowledge environment, which led to an increase in the deterioration of the environmental conditions and a short-sightedness in the plans that these directorates set in order to address the environmental reality, the thing that refers to the importance of increasing the awareness and knowledge adequately towards presenting as many ideas as possible and realistically in order to address its strategic shortsightedness (Vinh, 2017:177), and therefore it has become a priority for local organizations to support their absorption of knowledge through the adoption of green intellectual capital as an effective tool to improve the company's environmental performance and competencies, and it includes intangible organizational resources and competencies that can help achieve the company's vision of sustainable development and help improve the company's productivity and performance (Sidik et al., 2019: 380).

Accordingly, in order to achieve the goal of this study, it has been divided into four main sections; the first included the scientific methodology of the research, the second included the theoretical part of the research, the third included the applied side of the research, and the fourth reached some conclusions and recommendations.

1. Methodology

1.1 the study problem

In the contemporary Iraqi public sector, many local directorates, including the Maysan Municipality, are facing increasing challenges stemming from environmental deterioration and a perceived weakness in their ability to engage with the knowledge environment. This deficiency often translates into Strategic Short-sightedness (SS), where organizational planning focuses predominantly on immediate, short-term operational gains at the expense of long-term environmental and developmental objectives. While existing literature advocates for Knowledge Absorption (KA) as a critical cognitive process for mitigating organizational inertia and improving strategic awareness (Vinh, 2017:177), the effectiveness of KA in addressing SS, particularly within environmentally sensitive public entities, remains empirically underexplored. The core research gap (research dilemma) lies in understanding the mechanism by which organizations transition from knowledge acquisition to effective, long-term strategic action. Specifically, there is a lack of

research examining the role of Green Intellectual Capital (GIC)—the organization's environmental-focused knowledge assets—as a vital mediator that links knowledge absorption capabilities with the practical mitigation of temporal and spatial shortsightedness. Therefore, the research problem is to empirically determine the degree to which Green Intellectual Capital mediates the relationship between Knowledge Absorption and Strategic Short-sightedness in the General Directorate of the Municipality of Maysan. This addresses the need for a non-traditional strategic asset framework (GIC) to resolve the observed disparity between the necessity for knowledge-driven environmental planning and the reality of short-sighted implementation in the field.

1.2 Objectives of the study

The current study aimed at the reliability of green intellectual capital in order to strengthen this relationship and develop the absorption of the Maysan municipality directorate to develop the capabilities of its employees in order to absorb knowledge and address strategic short-sightedness.

1.3 Significance of the study

As a result of improving the relationship between knowledge absorption, green intellectual capital and strategic short-sightedness, the current study achieves a set of important points that are beneficial to the researched sample, which are as follows:

1.3.1. Introducing the surveyed sample green intellectual capital and knowledge absorption.

1.3.2. Bridging the knowledge gap between knowledge absorption and strategic short-sightedness.

1.3.3. Giving a new intellectual character to.

1.3.4 To identify the weaknesses of the studied sample and to provide a set of recommendations to develop the capabilities and abilities of the Directorate.

1.4 Hypotheses

Figure 1 below shows the hypotheses of the study:

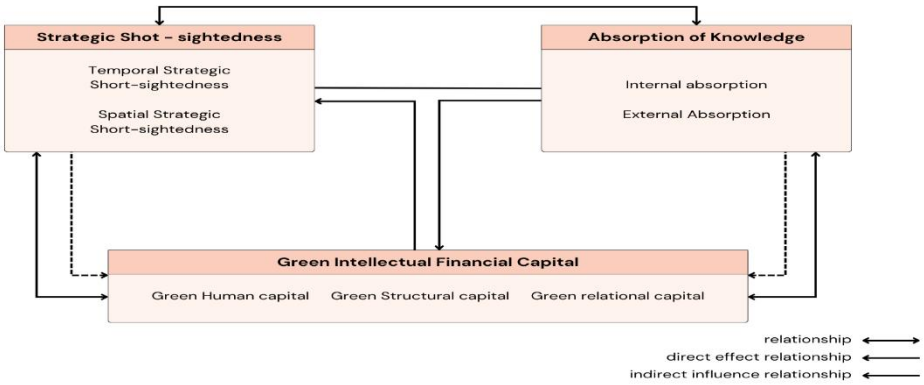

Figure (1) The hypotheses of the study

1.5 Developing the hypotheses of the study

The first main hypothesis: The awareness of the Maysan municipality directorate of the importance of absorbing knowledge leads to building a positive relationship with workers to develop their capabilities in dealing with strategic short-sightedness. The following sub-hypotheses emerge from this hypothesis:

1.5.1.1. There is a significant correlation between internal absorption and strategic short-sightedness represented by (spatial short-sightedness and temporal short-sightedness).

1.5.1.2. There is a significant correlation between external absorption and strategic short-sightedness represented by (spatial short-sightedness, and temporal short-sightedness).

The second main hypothesis: The awareness of the Maysan municipality directorate of the importance of absorbing knowledge affects the strategic short-sightedness. The following sub-hypotheses emerge from this hypothesis:

1.5.2.1. There is a significant effect relationship between internal absorption in strategic short-sightedness represented by (spatial shortsightedness, and temporal short-sightedness).

1.5.2.2. There is a correlation effect for external absorption in the strategic myopia represented by (spatial myopia, and temporal myopia).

The third main hypothesis: The awareness of the Maysan municipality directorate of the importance of green intellectual capital leads to building a positive relationship with workers to develop their capabilities in addressing strategic short-sightedness. The following sub-hypotheses emerge from this hypothesis:

1.5.3.1 There is a significant correlation between green human capital and strategic short-sightedness.
1.5.3.2. There is a significant correlation between. green structural capital and strategic short-sightedness.
1.5.3.3. There is a significant correlation between. green relational capital and strategic short-sightedness.
The fourth main hypothesis: The awareness of the Maysan municipality directorate of the importance of green intellectual capital affects the strategic short-sightedness. The following sub-hypotheses emerge from this hypothesis:
1.5.4.1. There is a significant effect of green human capital on strategic short-sightedness.
1.5.4.2. There is a significant effect of green structural capital on strategic short-sightedness.
1.5.4.3. There is a significant effect of green relational capital on strategic short-sightedness.
The fifth main hypothesis: The awareness of the Maysan municipality directorate of the importance of absorbing knowledge affects the strategic short-sightedness through the mediating role of green intellectual capital.

2. Theoretical Background

First: Absorption of knowledge

It represents collective activities that change the state of the organizational knowledge resource through the internal distribution, sorting, selection and generalization of knowledge (Dastaviz & Jamshidy, 2014:83). And (Zhang et al., 2015:23) that the absorption of knowledge represents the company's procedures for analyzing, interpreting and understanding external information and integrating it with internal knowledge. (Yassien, 2020: 18;) believes that the absorption of knowledge refers to the processes necessary to analyze, interpret and understand the external knowledge obtained from the identification of knowledge. He emphasized (through Potential, 2021:1-2; Graham & Moore, 2021:25) that knowledge absorption represents routine services and company processes that allow the analysis, processing, interpretation and understanding of information obtained from external resources. (Kohtamäki et al., 2020:13) argued that the absorption of knowledge is the ability to interpret, comprehend and assimilate acquired information. According to (Muthuveloo et al., 2017:196), the absorption of knowledge can be measured through internal absorption, which refers to the use or application of skills in new

contexts, in other words, it represents the transformation of external activities into internal activities (Coleman et al., 2021: 15; Lin et al., 2021:10), and external absorption, which shows the transformation of tacit knowledge into explicit knowledge through dialogue and reflection, and the output of this stage is often documented knowledge such as recording and action (Kusumastuti et al.,2020:1072).

Second: Strategic short-sightedness

The historical roots of inertia (short-sightedness) go back to the Latin word (iners), which means inactivity or laziness, as Newton defined inertia that the body remains in a state of rest unless it shows any movement or is affected by external forces. Sociologists also used the definition of inertia in physics to describe the difficulty of bringing about change in the organizational structure (Huang et al., 2013: 980). Michael Hanan and John Freeman (1977, 1984) were the first to best describe the shortcomings in the organizational aspect, as they showed that organizations can change their structure and strategy, and therefore this change represents a rare event that cannot be well coordinated and timed with the environmental changes that favor a particular model of behavior, and this difficulty may occur in changing the basic characteristics of organizations, which is the result of environmental selection between organizations (Heimonen, 2011:28). According to (Hannan & Freeman), the basic features of organizations are their declared goals, the forms of technology and the marketing strategies that they follow. All of these features work to motivate the organization to maintain the current situation and continue the current strategy that it follows. Therefore, this link between the organization and the strategy represents an organizational stagnation (Majid et al. al.,2011:383-384).

Strategic short-sightedness represents the cost incurred to develop capabilities and market conditions, and therefore technological, market, historical and organizational factors must be linked to continuous profitability differences together (Matraves & Rondi, 2007:6) and (Al-Sarayreh, 2020:10-14) sees that strategic short-sightedness is a condition that can in it for business management to see clearly those things that will happen in the short term, where the organization must ask itself whether it has a clear vision for the future of business during the period from the next 5 to 10 years.

Third: Green intellectual capital

It refers to the integration of intellectual capital and environmental concerns at the organizational or individual level with the presence of all kinds of intangible assets such as capabilities, knowledge and interactions (Yusliza et al., 2020:10).
(Chang & Chen, 2012: 77) defines green intellectual capital as representing a total stock of all kinds of intangible assets, knowledge, capabilities, relationships, etc. about environmental protection or innovation at the individual and organizational level. And (Jirawuttinunt, 2018:27) believes that green intellectual capital is reflected in three important characteristics, which are green human capital that helps companies achieve sustainability and competitive advantage (Chen, 2008: 275),Green structural capital represents organizational knowledge about the shape of organizational processes, structures, technology, policies, and culture (Yong et al., 2019:7), and relational (social) human capital refers to business partners and suppliers that have a relationship with green innovation and environmental management.

3. Practical Aspect of the Study

3.1. Description of the sample of the study

The results of Table (1) show that the general average of the arithmetic averages of the variable absorption of knowledge amounted to (3.83) and a standard deviation equal to (0.858) to indicate the interest of the study sample in internal absorption through an arithmetic mean of (3.87) and a standard deviation of (0.826) to indicate the harmony and consistency of the opinions of the surveyed directorate towards internal absorption and its lack of interest in external absorption as a result of the weakness of external cadres in the work environment to be familiar with the nature and type of work required.

The results also showed the availability of the green intellectual capital variable with an arithmetic mean of (3.86) and a standard deviation of (0.676) to indicate the interest of the studied sample in green structural capital and an arithmetic mean equal to (3.91) and a standard deviation of (0.609) to show the coordination and consistency of the sample requirements on the other hand, the studied sample is interested in developing its human and relational cadres through training workshops and social relations.

The results show that the general rate of strategic short-sightedness is represented by an arithmetic mean of (3.83) and a standard deviation of (0.624) to show the interest of the studied sample and the consistency of its views in order to treat the temporal

shortcoming with a high arithmetic mean of (3.86) and a standard deviation of (0.819).

Table (1) Arithmetic means and standard deviations of the study items and variables

No.	Mean	S.D	No.	Mean	S.D	No.	Mean	S.D	No.	Mean	S.D
Xa1	3.92	0.935	Yb1	3.92	0.897	Ma1	3.97	0.819	Mb1	3.94	0.796
Xa2	3.73	1.017	Yb2	4.04	0.928	Ma2	3.9	0.89	Mb2	3.82	0.872
Xa3	4	0.866	Yb3	3.77	0.896	Ma3	3.81	0.862	Mb3	4.07	0.893
Xa4	3.91	0.851	Yb4	3.95	0.864	Ma4	3.73	0.865	Mb4	3.70	0.781
Xa5	3.8	0.926	Yb5	3.86	0.802	Ma5	3.84	0.838	Mb5	3.94	0.991
XA	**3.87**	**0.826**	**YB**	**3.91**	0.609	Ma6	3.87	0.881	Mb6	3.67	0.915
Xb1	3.65	0.876	Yc1	3.85	0.927	Ma7	3.8	0.816	Mb7	3.36	1.014
Xb2	3.89	0.977	Yc2	3.74	0.841	Ma8	3.89	0.758	Mb8	3.79	0.83
Xb3	3.68	1.002	Yc3	3.8	0.937	Ma9	3.89	0.833	Mb9	3.81	0.942
Xb4	3.92	0.916	Yc4	4.04	0.89	**MA**	**3.86**	**0.819**	**MB**	**3.79**	**0.856**
Xb5	3.79	0.975	Yc5	3.91	0.676	------	---	---	**MM**	**3.83**	**0.624**
XB	**3.79**	0.951	**YC**	**3.87**	0.819						
XX	**3.83**	**0.858**	**YY**	**3.86**	0.996						
Ya1	3.76	1.141									
Ya2	3.93	0.893									
Ya3	3.59	1.022									
Ya4	3.84	0.967									
Ya5	3.83	1.059									
YA	**3.79**	**0.982**									

3.2. Hypotheses testing

3.2.1. Correlation hypothesis. Table (2): the correlation matrix

Variables	Relational Green	Structural Green	Human Green	Strategic short-sightedness	Spatial Short-	Temporal Short-sightednes	Knowledge Absorption	The external Absorption	The Internal absorption	Intellectual Green Capital
The Internal absorption	1									
The external Absorption	.807**	1								
Knowledge Absorption	**.691****	**.758****	**1**							
Spatial Short-sightedness	.410**	.353**	**.928****	1				.		
Temporal Short-sightedness	.872**	.769**	**.686****	.760**	1					
Strategic short-sightedness	**.602****	**.768****	**.611****	**.711****	**.518****	**1**				
Human Green Capital	.653**	.642**	**.744****	.902**	.860**	**.466****	1			
Structural Green capital	.744**	.491**	**.642****	.713**	.705**	**.758****	.860**	1		
Relational Green Capital	.882**	.555**	**.754****	.792**	.869**	**.919****	.708**	.872**	١	
Intellectual Green Capital	**.716****	**.793****	**.744****	**.396****	**.912****	**.744****	**.715****	**.868****	**.735****	**1**
****. Correlation is significant at the 0.01 level (2-tailed).**										
N = 109							**Sig. (2-tailed) = 0.000**			

It is noted from the results of the correlation matrix several important points:

3.2.1.1. The awareness of the Maysan Municipality Directorate of the importance of absorbing knowledge leads to building a positive relationship with workers to develop their capabilities in addressing strategic short-sightedness, and this contributed to improving the relationship by (0.611).

3.2.1.2. There is a significant correlation between internal comprehension and strategic short-sightedness represented by (spatial short-sightedness, and temporal short-sightedness), ranging from (0.410) for the dimension of temporal short-sightedness to (0.872) for the dimension of spatial short-sightedness.

3.2.1.3. There is a significant correlation between external absorption and strategic myopia represented by (spatial short-sightedness, and temporal short-sightedness), ranging from (0.353) for the dimension of temporal short-sightedness to (0.769) for the dimension of spatial short-sightedness.

3.2.1.4. The awareness of the Maysan municipality directorate of the importance of green intellectual capital leads to building a positive relationship with workers to

develop their capabilities in addressing strategic short-sightedness, and this contributed to improving the relationship by (0.744).

3.2.1.5. There is a significant correlation between green human capital and strategic myopia represented by (spatial short-sightedness., and temporal short-sightedness.), ranging from (0.860) for the distance of spatial short-sightedness.to (0.902) for the dimension of temporal short-sightedness.

3.2.1.6. "There is a significant correlation between green structural capital and strategic short-sightedness" represented by (spatial short-sightedness., and temporal short-sightedness.), ranging from (0.705) for the distance of spatial short-sightedness.to (0.713) for the dimension of temporal short-sightedness.

3.2.1.7. There is a significant correlation between green relational capital and strategic short-sightedness represented by (spatial short-sightedness, and temporal short-sightedness), ranging from (0.792) for the dimension of temporal short-sightedness to (0.869) for the dimension of spatial short-sightedness.

3.2.2. Impact Hypothesis

The direct effect hypothesis

The Table (3) and shown in Figure (2) that the standard model of the direct effect hypothesis showed a significant effect of knowledge absorption in green intellectual capital, as the increase in knowledge absorption by one unit leads to a noticeable improvement in green intellectual capital of an amount (0.744) with a standard error of (0.084) and a critical value of (8.857) to show that there is an impact and harmony relationship between knowledge absorption and green intellectual capital, which will contribute to making positive improvements to the organization in the event of a problem that limits its capabilities.

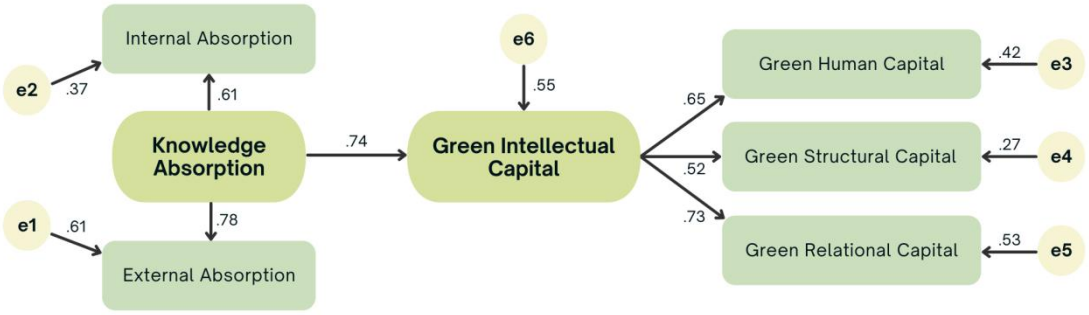

Figure (2) Standard model for the effect of knowledge absorption on green intellectual capital

The absorption of knowledge also contributed to the interpretation of (0.55) of the issues that govern green intellectual capital

Table (3) Normative results of the effect of knowledge absorption on green intellectual capital

Track			Estimate	S.E	C.R	R^2	P
Knowledge Absorption	→	Intellectual Capital	0,744	0,084	8,857	0,554	n.s

The indirect effect hypothesis

Figure (3) shows that the standard model dependent on the interpretation of the study variables showed that the middle role of green intellectual capital between knowledge absorption and strategic short-sightedness contributed to addressing the shortcomings that the studied directorate suffers from in order to preserve its working environment from external factors, in addition to that the increased absorption of Knowledge of one standard weight and the significance of green intellectual capital leads to a decrease in strategic short-sightedness by (-0.751) and with a standard error of (0.029), which shows the consistency of the study sample's views towards treating strategic short-sightedness and developing the capabilities of its employees regarding the development of their intellectual, human, structural and relational skills , and absorb internal and external knowledge. The mediating role of green intellectual capital between the absorption of knowledge and strategic short-sightedness in the interpretation of (0.564) factors that lead to strategic short-sightedness in the studied district, as shown in Table (4), and the remaining value of (0.436) is outside the limits of the study

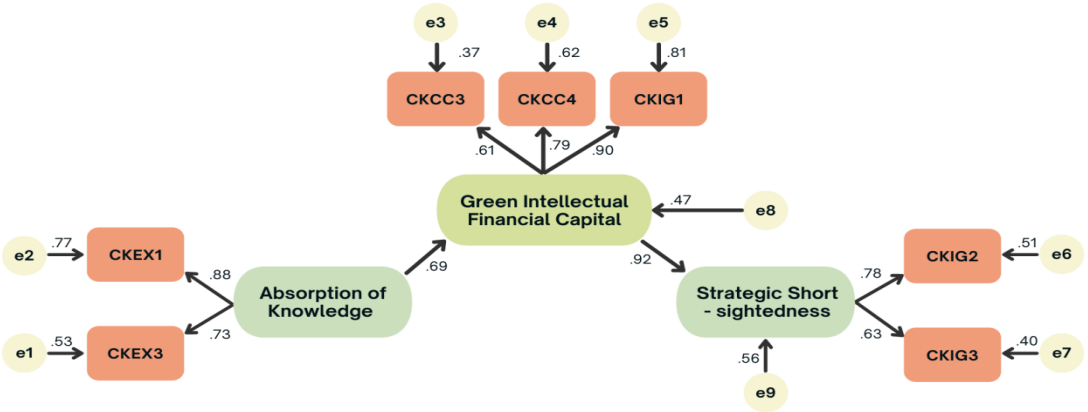

Figure (3) The middle role of green intellectual capital between knowledge absorption and strategic short-sightedness

Table (4): Normative results for the mediating role of green intellectual capital between knowledge absorption and strategic short-sightedness

Track					Estimate	S.E	C.R	R^2	P
Knowledge Absorption		→	Strategic Short-sightedness						
Knowledge Absorption	→	Intellectual Capital	→	Strategic Short-sightedness	**0,201**	0,117	1,718	0,04	n.s
					-0,751	0,029	25,897	0,564	0,001

4. Conclusions and recommendations

4.1 Conclusions

4.1.1. Direct Relationship Confirmed: There is a statistically significant positive correlation and a direct influence of Knowledge Absorption on mitigating Strategic Short-sightedness. This confirms that a directorate's capacity to acquire, assimilate, and apply knowledge is a fundamental prerequisite for overcoming strategic inertia and improving the long-term quality of its operational and environmental plans.

4.1.2. Mediating Role of Green Intellectual Capital acts as a statistically significant partial mediator in the relationship between Knowledge Absorption and Strategic Short-sightedness. This indicates that while knowledge absorption directly helps reduce, its effectiveness is substantially enhanced when that knowledge is successfully converted into measurable green human capital (skilled employees), green structural capital (documented processes), and relational capital (green partnerships).

4.1.3. Green Intellectual Capital as a Strategic Asset: The components of Green Intellectual Capital were found to be highly valued by the study sample. Green Intellectual Capital is not merely a set of environmental practices but is perceived as a critical strategic asset essential for long-term survival and addressing the environmental challenges specific to the Maysan municipality's context.

4.1.4. The surveyed sample is interested in continuous improvement of its services. which contributes to improving the level of quality of services provided.

4.2. Recommendations

4.2.1. The Directorate should move beyond ad-hoc training and establish formal, institutionalized mechanisms (e.g., knowledge-sharing platforms, specialized communities of practice) to ensure that acquired knowledge (KA) is systematically disseminated and applied to counter specific instances of temporal and spatial shortsightedness in urban and environmental planning.

4.2.2. Given the confirmed mediating role of Green Intellectual Capital, the Directorate must strategically invest in all its components. This includes: Green Human Capital: Developing targeted training programs focused on sustainable infrastructure, waste management best practices, and international environmental policy for all staff members.

4.2.3. Management should officially integrate the development of Green Intellectual Capital as a key performance indicator within its strategic planning cycle. This will ensure that the development of knowledge assets is directly linked to the organization's overarching goal of addressing strategic shortsightedness and achieving sustainable, long-term growth.

4.2.4. Surveyed and enhance health programs in order to achieve a balance between. work and personal life for the individual.

4.2.5. Develop their scientific capabilities by defining a set of material and moral rewards.

4.2.6. restructure its organizational policies. in order to reduce the gaps that directly affect its performance.

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