

Strategic Lens Practices and their Role in Achieving Strategic Transparency

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Abstract--- The present study aims at identifying and diagnosing the basic dimensions of strategic lens practices as well as identifying and diagnosing the basic dimensions of strategic transparency in the study sample. The problem of the study was identified in several questions that focused on the nature of correlation and influence between the study variables. The present study included all members of society, a total of 203 valid statistical analyzes were obtained from the study population of 268 (75%) to address the data, a set of statistical methods available in the statistical program (SPSS, v.25) were used. The study reached a set of conclusions the most important of which is the existence of correlation relationships with statistical significance among the variables (Strategic lens and strategic transparency) as well as the presence of a significant effect of the variable (strategic lens in strategic transparency), these results were identical with the assumptions in this aspect, the study produced a set of recommendations and proposals that contribute to strengthening strengths and addressing weaknesses.

I. Introduction

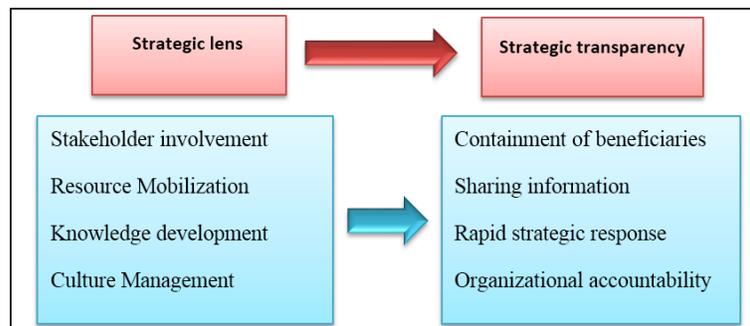
The theme of strategic lens practices and their role in achieving strategic transparency is of interest to many organizations today which seeks to achieve success and excellence in the field of business, which necessitates the search for means to enable them to apply strategic transparency in their decisions and future plans, the strategic lens is one of the most important tools that gives organizations the strength and strength to work with effective strategies and policies that enable them to compete, excel and achieve strategic transparency.

II. Methodology of Study

The methodology of the study lies in the knowledge of the problem to be solved, So it will be in this research, Clarifying the scientific methodology that we will adopt in this research, And certainly will be in the form of steps sequentially in terms of the nature of knowledge and field and the importance that you will add on several aspects of the theoretical and applied and the statistical method to be used.

Study Model

The study was based on what was derived from the literature of business administration, and from the relevant published studies, taking into account the problem of the study and its objectives, see the following figure.



The study represented the main problem of the following questioning

If the organization is able to use strategic lens techniques and practices this led to its ability to track and monitor the new dimensions of change in order to reach the achievement of strategic transparency).

Research Importance

The importance of this research stems from several aspects as follows:-

1. Statement of the reality of the strategic lens in (South and Muthanna Cement Plant).
2. Measurement of the importance of the strategic lens aspects in the South and Muthanna Cement Laboratory.
3. The role of the strategic lens in achieving strategic transparency in the South and Muthanna Cement Factory.
4. Make recommendations that contribute to supporting the strategic lens to build an organization capable of achieving strategic transparency in the organizations' environment.
5. See how strategic lens contributions are to achieving collective commitment and unity of purpose for individuals within business organizations to achieve strategic transparency.
6. Learn how the strategic lens contributes to the increase in the knowledge and experience of business organizations and their desire to bring about radical changes in line with their local enforcement environment and to achieve strategic transparency.
7. Identify the dimensions of the strategic lens through its relative importance.
8. Identify and diagnose strategic transparency through the relative importance of its dimensions.

Research Objectives

The research aims to achieve the following objectives:-

1. Analysis of strategic lens reality in business organizations (South and Muthanna Cement Plant).
2. Identify the most important practices of leaders and employees to improve performance and improve strategic transparency.
3. Determine how to activate the strategic lens dimensions within the organization and training individuals on it and make it a culture of organizations in support of transparency.
4. Diagnosis of the relative importance of strategic lens components in the competitive environment of business organizations.
5. Analysis and exploration of the level of employment of management and employees in business organizations of the strategic lens.
6. Analyze the level of organizations' achievement of strategic transparency by focusing on their dimensions.
7. Analysis and diagnosis of the role of strategic lens in organizations' access to strategic transparency in business organizations.
8. To make recommendations that contribute to the activation of the role of the strategic lens in activating the standards and dimensions of strategic transparency and to serve business organizations operating in a competitive environment.

Research Hypotheses

The hypotheses of the research were formulated according to the problem and objectives of the study and the method of proof as follows:-

H₁: The Main Correlation Hypothesis:-

The strategic lens is significantly correlated with the strategic transparency of the organization being investigated the following sub-assumptions emerge:-

H1.1 Stakeholder involvement is morally linked to the organization's strategic transparency.

H1.2 Resource mobilization is related morally to the strategic transparency of the organization being investigated.

H1.3 Knowledge development is correlated significantly with the strategic transparency of the organization being investigated.

H1.4 Culture management is linked morally to the strategic transparency of the organization being investigated.

H2 Main Impact Hypothesis

Strategic lens affect significantly affected the strategic transparency of the organization surveyed and from which the following sub-hypotheses:-

H2.1 The involvement of stakeholders has a significant impact in the dimensions of strategic transparency

H2.2 Resource mobilization has a significant impact in the dimensions of strategic transparency.

H2.3 Knowledge development has a significant impact in the dimensions of strategic transparency.

H2.4 Culture management has a significant impact in the dimensions of strategic transparency.

Society and sample research

The research sample was selected by a deliberate or intentional sample (Purposive Sample) It is the most appropriate method when adopting the interpretative approach (Saunders et al ,2007:18), The researchers believe that the adoption of this method in their search Came in response to the nature of the phenomenon under study The level at which the phenomenon (strategic lens) will be more pronounced is the managers of the South and Muthanna Cement Plant, Thus, the study included a comprehensive survey of all managers in the sample, 203 of which (268) 75%.

Strategy Lens

Concept:- Recent developments have fostered a shift in strategic management practices by focusing on social practices that constitute many strategies, A strategy is created through the rigorous practices of many practitioners and is called a strategy that is centered within or outside the organization (Dameron and Torset,2014:293).

The concept of strategic lens is the following: Although strategic leaders wish the strategic lens and wish to be motivated by change, despite their lack of patience and understanding of multiple perspectives (Padurean, 2010:25). See (Johnson et al., 2008:19) the concept of strategic lenses is in different ways to consider the strategic development issues of the organization, The important point in the strategic lens issue is to avoid getting close to strategic problems from a single perspective, but to look at the problems in different ways.

While sees (Jones et al., 2015:342) "The strategic lens is the ability to deal with issues related to the creation of value for an organization that includes all kinds of resources (human, social, physical, natural and financial) and performance standards in organizations that are directly related to the strategic lens, and focus on how different and the effect of this lens strategically.

Either (Khafaji, 2015: 44) "The strategic lens is a set of different ways of looking at the issues of strategy development for the organization, and it provides insight into different perspectives on the strategy that emerged and emerged from research and studies in the field of strategy."

The researchers believe: The strategic lens is the ability of organizations to focus in a way that allows them to clearly see the signals that are moving from all angles around the organization to allow them to achieve their goals.

Importance of Strategy Lens

The importance of the strategic lens and how it is developed and implemented in organizations, Represent a set of analytical tools and conceptual models, And planning systems used by strategic leaders who seek to develop useful strategies, It plays a major role in providing management consulting and contributes to supporting the experiences of individuals and the culture of organizations and avoiding adherence to the development of strategies and how to solve them. (Johnson et al., 2005: 31).

Adds (Karthik et al., 2015:2-4) the strategic lens helps to explain workflows, and that the organizations and implications of clarifying the modalities of globalization and the results of their performance.

The researchers focus (Dawans and Alter,2009:1) The strategic lens aims to transcend stories and definitions to structure the performance of social institutions, Its mission is to inspire new thinking on the formalization of the performance methodology in helping workers to achieve efficiency, adaptation and organizations strategically in thinking and be able to form economic wealth and social value and address the main causes of social problems in order to achieve a deep and continuous social problems and their impact.

The strategic lens is the cornerstone of performance evaluation, Strategic decision-making, and direct management of routines in order to achieve the desired results of sustainable social impact. (Dawans and Alter, 2009:20).

Sees (Carroll, 2006: 1) the importance of using strategic lenses is the following:-

1. Organizations' ability to diagnose
2. Team leadership
3. Leading Change
4. Develop the individual in the profession

Dimensions of Strategy Lens

The strategic lens has four main dimensions, which provide a complete approach to building the strategic lens of organizations (Dawans and Alter, 2009) Stakeholder involvement, Resource Mobilization, Knowledge development, Culture Management.

The four dimensions of the strategic lens are explained below and from different viewpoints of many researchers as follows:

1. Stakeholder Involvement

Mentions (Fulton et al., 2010:1) Assessing the impact of stakeholder involvement in strategic management depends on the management evaluation strategy Which are part of a framework to assist management and stakeholders in organizations to make informed decisions To meet the challenges it faces, It helps individuals deal with the complexity system through the use of computers and dynamic interactions within the work environment and focus on involving different stakeholders in decision-making.

2. Resource Mobilization

Human resources management is one of the essential needs of today's business organizations, as it has a key role in addressing problems and achieving excellence and progress at the highest level in the organization and management through strategic decisions related to the organizational effectiveness and mobilization of human resources of the Organization. (Burma, 2014:85).

Social organizations are also able to conceive and be impact without mobilizing all potential resources, All performance standards have a primary lens, although getting the most out of performance, should be carefully filtered within performance standards and through the lens strategy. (Kileloh et al., 2015:88)

3. Knowledge Development

Sees (Hron,2006:101-102) The development of knowledge management is one of the most important processes that help organizations to identify, select, arrange, deliver and convey important information and specialized knowledge.

And Sees (Najem, 2008: 147-148) Knowledge development is a vision-driven business strategy that transforms knowledge-based knowledge and knowledge into the products and processes of business organizations. It is the main factor in the performance of business organizations and their achievement of competitive advantage.

It is mentioned (Biloslavo & Zornada,2010:1-2) Understanding knowledge is the fundamental importance of organizations and developing knowledge management processes to exploit opportunities that provide knowledge to organizations.

4. Culture Management

Illustrates (O'Donnell & Boyle,2008:1) The theme of organizational culture management is the term that is widely used by many academics and practitioners But it seems exciting and somewhat ambiguous in terms of the capacity of organizational leadership in the management of culture and work to assess the effectiveness of the organization on the variables of change in an organization.

Adds (Divan, 2012: 10-13) The characteristics of strategic organizations through cultural frameworks and the interpretation of organizational phenomena actually occur within organizations through an effective culture to match many of the organizational components and issues associated with the culture of the most agile strategic organizations.

Strategic Transparency

Concept

Strategic transparency is the ability of companies to provide timely or effective advice and information to their shareholders, stakeholders or other key parties. (Idomiaty & Choi-2006:284).

Importance of Strategic Transparency

Several approaches to the importance of strategic transparency can be addressed, including political, economic and institutional, as follows:-

1. Political Entrance

It conveys to us (Moretti & Suzuki- 2016:1) where politicians benefit from the lack of transparency or weakness because it helps to create confusion and ambiguity on the real state of public finances.

And adds (Sjoberg -2014:1) That transparency is of great importance and required in all fields and even the field of elections, transparency in the elections give a clear picture of the elected and lead to the completion of the process successfully.

2. Institutional Entrance

Transparency is becoming more important, especially as the complexity and environmental development, as well as globalization and free trade, as well as the entry of multinational companies, have led to weak supervision and disclosure. Disclosure of off-balance sheet items and transactions with related parties to control shareholders.(Idomiaty& Choi-2006:289).

It conveys to us (Bouaziz & Aouric -2013:5) in recent years, transparency has become one of the most important concepts in corporate governance. The need for transparency to support governance suggests that greater transparency must be combined with financial systems.

3. Economic Entrance

Shows us (Vellema ,etal -2006:360) Strategic transparency refers to both the level of openness in the dialogue between economic factors and society and the ability to include diversity in cultural perspectives in strategies that actors are looking for in economic factors.

And go (Carter& Everitt -2015:3) to walk on the approach of transparency: Will emphasize the commitment to work in an open and clear manner and offer the benefits to customers and stakeholders.

Dimensions of Strategic Transparency

If the organizations wanted to achieve various successes in all economic, cultural, social and legal aspects of its, There are some questions that may arise as to what mechanisms are needed to measure strategic transparency in organizations. (Bernshteyn, 2007:416).

1. Containment of Beneficiaries

Beneficiary containment is the practice that the organization undertakes to involve as many beneficiaries as possible in an objective and logical manner in most of its regulatory activities, It is the building of relations between organizations and beneficiaries with a high degree of equality in participation. In this regard, the contemporary approach of organizations in today's world is to adopt a contemporary approach based on adopting the vision of the beneficiaries and managing their relationships as long-term assets.(Aho,2015:3).

2. Sharing Information

Organizations are open to the external environment and use appropriate and varied communication channels, organizations with a high degree of transparency are judged by the status of information, capacity and behavior in a series of priorities and must be available to their beneficiaries. Information sharing has three benefits (1) cost reduction (2) productivity improvement (3) strategy development.

3. Rapid Strategic Response

Organizations have come under a challenge to balance and harmonize these behaviors, To achieve some rapid response in its strategic aspects, The ability of organizations to respond quickly to these emergency external environmental variables may depend on their flexibility and their ability to follow variables by analyzing information and anticipating changes. He identified five types of strategic responses to organizations (Obedience, bargaining, avoidance, confrontation and exploitation). (Daft, 2013:10)

4. Organizational Accountability

The concepts of transparency and accountability are closely interrelated in policy-making and decision-making, as both are mutually reinforcing. In the absence of transparency, accountability cannot be applied and if there is no accountability, transparency will have no value. The relationship between them is a reciprocal and a reciprocal relationship. In other words, the greater the transparency, the greater the level of accountability and vice versa.

Practical Framework for Research

First: Search Metrics

The researchers used criteria for research variables to benefit from management literature, which is characterized by stability and high credibility. All the search criteria were adopted on the fifth Likert scale and Table (1) provides a detailed explanation of these measures.

Consistency and Stability of Research Standards

The researchers adopted the Cronbach Alpha method to ensure consistency and stability of search standards, the stability coefficient of the measurements was calculated using the α -Cronbach correlation coefficient shown in Table (1). The values of the Cronbach alpha coefficient ranged between 0.92-0.63. It is statistically acceptable in administrative research because its value is greater (0.60). These percentages indicate that the measurements are characterized by internal consistency.

Table 1: Summary of Search Criteria

Scale	N	Source of scale	Symbol	Cronbach Alpha
Strategic transparency	20		SL	0.80
Containment of beneficiaries	5		ST	0.76
Sharing information	5		RM	0.68
Rapid strategic response	5		KD	0.73
Organizational accountability	5		CM	0.75
strategic lens	20		TS	0.92
Stakeholder involvement	5		SI	0.87
Resource Mobilization	5		CB	0.69
Knowledge development	5		RS	0.63
Culture Management	5		OA	0.91

Second: Descriptive Statistics and Dimensions of Research

Table (2) shows the arithmetic mean, the standard deviation, the level of the answer, and the order of dimensions according to the mean for strategic lens search variants (Stakeholder involvement, Resource Mobilization, Knowledge development, Culture Management) and strategic transparency (Containment of beneficiaries, Sharing information, Rapid strategic response, Organizational accountability) Select the level of responses in the light of the arithmetic averages by determining their affiliation to any category, Because the research questionnaire is based on the five-dimensional Likert (completely agree, I do not completely agree) There are five categories to which the arithmetic averages belong. The category is determined by finding the length of the range (4 =1-5) and then divide the range on the number of categories (5) ($0.80 = 5 \div 4$). And then add (0.80) to the minimum scale (1) or subtract from the upper limit of the scale (5) the categories are as follows (Dewberry, 2004: 15)

1 – 1.80 :very low, 1.81 – 2.60 :low, 2.61 – 3.40 :moderate, 3.41 – 4.20 :high, 4.21 – 5.0 :Very high. It has been used statistical program (spss V25) to conduct statistical analysis of the research, Table (2) shows the highest weighted mean of (4.02). For the strategic lens variable and with a standard deviation of (.578), Indicating that the responses of the sample members were consistent with this variable, this average represents a greater percentage than the arithmetic average of the strategic transparency variable which reached (3.47), With a standard deviation of (.548), reflecting the consistency of the sample responses on strategic transparency compared to the average, and variables within a high answer level, As for the highest arithmetic average of the dimensions It was the share of paragraph (3), As for the resource mobilization dimension (4.09) and with a standard deviation of (.531), The lowest mean was paragraph (10) for the dimension of organizational accountability at (3.55) and a standard deviation of (.490), With a high level of response, While the rest of the averages within the level of high answer, which reflects the perception of the sample of the study of the strategic lens and strategic transparency in the cement plant South and Muthanna.

Table 2: Calculation Averages and Standard Deviations of the Search Variables and their Dimensions

No	Variable and dimension	mean	S.d	Level of answer	Order-dimensional
1	Strategic transparency	4.02	.578	high	
2	Containment of beneficiaries	3.95	.508	high	4
3	Sharing information	4.09	.531	high	1
4	Rapid strategic response	4.03	.590	high	2
5	Organizational accountability	4.00	.515	high	3
6	strategic lens	3.47	.548	high	
7	Stakeholder involvement	3.74	.595	high	6
8	Resource Mobilization	3.60	.490	high	7
9	Knowledge development	3.93	.634	high	5
10	Culture Management	3.55	.490	high	8

Third: The Correlations between the Independent Variable with its Dimensions and the Dependent Variable

The simple correlation coefficient was used in this study ((Person), To test the first main hypothesis of the relationship between the strategic lens in its dimensions and strategic transparency in its dimensions, Table (3) shows the matrix of simple correlation coefficients between the search variables and the strength of the correlation coefficient is judged in light of the base (Cohen & Cohen, 1983).

1. The correlation relationship is low: if the correlation coefficient value is less than 0.10
2. The correlation relationship is moderate: if the correlation coefficient value is between 0.10 - 0.30
3. A strong correlation relationship: if the correlation coefficient value is higher than 0.30

Table (3) shows the correlation matrix indicating that the relationship between the strategic lens and strategic transparency was positive and significant at (0.01), As was the correlation coefficient between the two variables (R = .847 **, p < 0.01), This means that there is a strong positive correlation between the strategic lens and strategic transparency. As for the relationship of strategic lens dimensions with strategic transparency variables, A strong positive correlation was found to be significant after the involvement of stakeholders and Strategic transparency was the correlation coefficient (R = .85, p < 0.01), It was also found that there is a strong correlation relationship with significant significance at the level (0.01) between resource mobilization and strategic transparency (r = .677, p < 0.01). The results also indicate a strong positive correlation between knowledge development and strategic transparency (r = .320, p < 0.01). The correlation between culture management and strategic transparency (r = .730 **, p < 0.01) was also strongly correlated. Accordingly, the first major hypothesis is accepted which indicates a strong correlation between the two search variables as well as the relation of dimensions to the independent variable with the variable adopted in its dimensions.

Table 3: The Correlation Matrix for the Search Variables

Research variables		SL	ST	RM	KD	CM	TS
SL	Pearson Correlation	1	1.000**	.711**	.349**	.618**	.847**
	Sig. (1-tailed)		.000	.000	.000	.000	.000
	N	203	203	203	203	203	203
ST	Pearson Correlation	1.000**	1	.711**	.349**	.618**	.847**
	Sig. (1-tailed)	.000		.000	.000	.000	.000
	N	203	203	203	203	203	203
RM	Pearson Correlation	.711**	.711**	1	.387**	.447**	.567**
	Sig. (1-tailed)	.000	.000		.000	.000	.000
	N	203	203	203	203	203	203
KD	Pearson Correlation	.349**	.349**	.387**	1	.449**	.320**
	Sig. (1-tailed)	.000	.000	.000		.000	.000
	N	203	203	203	203	203	203
CM	Pearson Correlation	.618**	.618**	.447**	.449**	1	.730**
	Sig. (1-tailed)	.000	.000	.000	.000		.000
	N	203	203	203	203	203	203
TS	Pearson Correlation	.847**	.847**	.567**	.320**	.730**	1
	Sig. (1-tailed)	.000	.000	.000	.000	.000	
	N	203	203	203	203	203	203

** . Correlation is significant at the 0.01 level (1-tailed).

Fourth: Hypothesis Testing

The correlation matrix between the two research variables showed first evidence of the existence of significant correlation between search variables. However, the correlation needs to measure the level of influence between the two research variables and the dimensions of the independent and the dependent variable. And to test the second hypothesis and its subsidiary hypotheses, multiple regression analysis will be used. Table (4) shows the regression analysis of the second hypothesis. This table includes non-standard beta values (B), the value of the interpretation factor (R²), and the calculated F value.

Test the Second main Hypothesis

The second major hypothesis of the effect refers to (There is a significant correlation between the strategic lens and its dimensions and strategic transparency). Table (4) shows the results of the simple linear regression. For the purpose of assessing the strategic lens impact in strategic transparency.

Table 4: Regression Model Values for Study Variables (N = 203)

Strategic lens	F calculated	R²	β
Strategic transparency	510.503	0.71	0.85

It is clear from the table (4) as follows:

1. The calculated value of (F) of the estimated model is (510.503) at the level of significance (0.01). And therefore accept the hypothesis and this means the existence of a significant statistical significance of the strategic lens in strategic transparency and with a confidence (99%).
2. From the value of the RR (0.71), it is clear that the strategic lens is capable of explaining (71%) of the changes in the strategic transparency in the laboratory. The percentage (29%) is due to the contribution of other variables not included in the research model.
3. This is illustrated by the value of the marginal slope coefficient (β) of 0.85. Increased strategic lens levels by one unit of standard deviation will increase the strategic transparency by 85% of one standard deviation unit if the hypothesis is accepted.

From the main premise, the following sub-assumptions emerge.

- i. **Sub-hypothesis first:** There is a significant correlative effect relationship with stakeholders' involvement in strategic transparency. The results of Table (5) show the following:-

Table 5: Regression Model Values for Dimension Stakeholder Involvement and Strategic Transparency (N = 203)

Involvement of Stakeholders	R²	β
Strategic Transparency	0.72	0.84

1. Is shown by the value of the coefficient of determination (R²) of (0.72) that Dimension the involvement of stakeholders is able to interpret a rate (72%) of the changes in the strategy of transparency variable, the percentage (28%) is due to the contribution of other variables not included in the research model.
 2. Evidenced by the value of the marginal propensity coefficient (β) of \$ (0.84) An increase Dimension Involvement of stakeholders by one unit of standard deviations will increase the strategic transparency by 84% of one standard deviation unit and since the influence relationship was significant, accept the hypothesis.
- ii. **Sub-second hypothesis:** There is a significant correlation between resource mobilization and strategic transparency in the sample research laboratories. The results of Table (6) show the following:-

Table 6: Values of Regression Models for Resource Mobilization and Strategic Transparency (N = 203)

Resource Mobilization	R²	β
Strategic Transparency	0.32	0.57

1. The value of the coefficient of determination (R²) reached (0.32) In other words, Dimension resource mobilization accounts for 32% of changes in strategic transparency. and the remaining (68%) contributed by other variables not included model.
2. The marginal slope coefficient (β) (0.57). The increase in resource mobilization by one unit of standard deviations will increase strategic transparency by 57% of one standard deviation unit since the relationship of influence is significant, it accepts the hypothesis.

- iii. **Sub-third hypothesis:** There is a significant correlation effect for the development of knowledge and strategic transparency in the sample research laboratories, The results of Table (7) show what follows:-

Knowledge Development Strategic Transparency	R ²	β
	0.10	0.32

1. The value of the coefficient of determination (R²) reached (0.10), That is Dimension the development of knowledge explains what (10%) of the changes in the strategy of transparency. The remainder is contributed by other variables not included in the model.
 2. The value of the marginal propensity coefficient (β) (0.32) The increase in the development of goals by one unit of standard deviations will increase the strategic transparency by (32%) from one standard deviation unit. Since the relationship of influence was significant, it accepts the hypothesis.
- iv. **Sub-hypothesis fourth:** There is a significant influence relationship to the dimension of culture management and strategic transparency in the sample research laboratories. The results of Table (8) show what follows:-

Table 8: Regression Model Values for Knowledge Management and Strategic Transparency (N = 203)

Culture Management Strategic Transparency	R ²	β
	0.53	0.73

1. The value of the coefficient of determination (R²) (0.53) That is Dimension the management of culture positively explains (53%) of changes in organizational transparency. This indicates a positive reflection of the culture management processes carried out by the management of the factories in the work environment from the point of view of the surveyed sample.
2. The value of the beta coefficient (0.73) It indicates that any change of one unit to the dimension of cultural management leads to a change of (73%) in strategic transparency This is a positive indicator, the higher the level of knowledge management in factories, the sample of the research reflected in the increased level of strategic transparency.

III. Results

1. Research has found that various stakeholders are involved in decision-making contributing to problem solving leads to a sustainable competitive advantage in rapidly responding to environmental changes and strategic shifts.
2. The research concluded that the process of generating value from the resources possessed by the factories of human, material and natural resources is the most important in building a strong culture that supports creativity, innovation and teamwork in achieving the required quality.
3. Based on the results of the research, knowledge processes have an impact on the sharing of information that begins from the process of knowledge acquisition to distribution and application, it is low cost and improve transparency in the transfer of information that contribute to improving productivity.
4. The research also found that understanding the characteristics of culture increases the organizational efficiency that encourages the retention of human resources that possess a culture of creativity and knowledge that will lead to adopting the visions of the beneficiaries as long-term assets.

Recommendations

1. Stakeholders must be involved in strengthening administrative decisions and providing services diversity of views is important in improving regulatory processes that improve information sharing and greater responsiveness to environmental variables.
2. Priority must be given to building human and material resources, which is the first pillar on which the value of the organization is based It leads to the containment of beneficiaries of the outputs of the Organization and reduce the lawsuits and judicial problems that waste time, money and reputation.
3. Attention should be given to managing factories and benefiting from the transformation of implicit knowledge into innovations and the introduction of new ideas which represent the most important inputs to the process of sharing information, responding to the environment and realizing the visions of the beneficiaries.

4. It is necessary to achieve a culture capable of compatibility between the external changes and beliefs of workers which will be renewed and contribute to strategic change based on information from within and outside the Organization in achieving a rapid response.

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