"The Impact of Paradoxical leadership on Achieving Knowledge Management Strategies"An analytical study of the opinions of a sample of Academics in the Engineering Technical College - Maysan and Technical Institute of Amara

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Abstract:

This research aims to reveal the extent of the impact of paradoxical leadership through its dimensions in achieving knowledge management strategies based on the answers of a sample of academics in the Engineering Technical College and Technical Institute of Amara. The problem of the research was determined by diagnosing leadership practices in research sample organizations and the extent of their ability to integrate and match the contradictory options when making decisions in order to create a competitive environment to respond to the requirements of change. To achieve the research objectives a questionnaire was designed and consisted of (32) questions distributed to a sample of (65) academics, (60) of which were returned valid for statistical analysis. The research also reached several conclusions, the most important of which are that the leadership in the above two organizations practices a high degree of the principle of maintaining control of the decision while allowing Autonomy, and also the research came out with a set of recommendations for the achievement of knowledge management strategies.

Keywords: paradoxical leadership , knowledge management strategies , Codification Strategy , Personalization Strategy .

1. Introduction

In recent years, opinions have emerged that adopting the paradoxical leadership model, in view of the increasing challenges that organizations face in the organizational environment, represented by contradictory requirements, competitive pressures, and limited resources, as well as the increasing cases of uncertainty that have been imposed on organizations to balance these contradictions, especially when seeking competition in exchange for cooperation or obtaining on profits versus social responsibility, or when meeting short-term requirements versus long-term sustainability, and flexibility versus efficiency, which requires leaders to be more open and humanity when dealing with these contradictions, especially when organizations have options to trade-off between exploring knowledge versus exploiting it when it seeks those organizations choose between the strategy of codification versus the strategy of personalization. Therefore, the problem of the current research was determined by diagnosing how the leadership of the research sample organizations can integrate and match the contradictory options when making decisions in order to create a competitive environment to respond to the requirements of change وand to show whether they are still sticking to options (either / or) When making decisions instead of resorting to the options (both / and).

In light of the foregoing, the current research acquires great importance in view of the fact that organizational environments have become highly dynamic, increasingly complex, and more competitive than they were previously. Therefore, it is based mainly on the concepts addressed in the business administration literature with regard to paradoxical leadership practices. Therefore, the benefit of the current research is embodied in working to find organizational practices that give the organization the capabilities to deal with paradoxical options and respond to changes for the purpose of achieving its objectives. **Therefore, the objectives of the current research are determined in light of its problem as follows:.**

a. Introduce the concept of both Paradox and Paradoxical leadership.
b. Introduce the concept of both the personalization strategy and the codification strategy.
c. Examine the influence of paradoxical leadership in its dimensions in the application of knowledge management strategies.
d. Revealing the extent to which leaders practice the paradoxical leadership model in the research sample organizations.
e. To indicate which of the knowledge management strategies are clearly prevalent among the research sample organizations.

2. Literature Review

2. 1 Paradoxical Leadership Concept:

In, First of all, the meaning of paradox must be clarified as a word derived from the Greek (paradoxa) which means contrary and refers to an opinion or represents a contradiction to expectations. They are two contradictory properties or facts (Ayalew & Ayenew, 2022: 1-25), the paradox expresses contradictory elements and at the same time, they are interconnected because they exist at the same time and

continue all the time, consistent when placed side by side, and thus the paradox is resolved by merging and aligning both options (Lewis et al, 2014: 61), which is no secret to researchers in organizational affairs that organizational performance includes a set of paradoxical demands. Therefore, there is a need to adopt the paradoxical leadership model as an effective method for managing the complex work environments that modern organizations face (Zhang et al, 2021:1-12). so paradoxical leadership is a method practiced by other leaders in order to provide stability and flexibility at the same time, which helps organizations to manage their external environment easily, especially that which is characterized by uncertainty. (Sulphey & Jasim, 2022:457-481). light of the foregoing, we find that paradoxical leadership is distinguished from other leadership by the behaviors enjoyed by the leader, which appear to be competing but interconnecting to meet the requirements of performing competing tasks simultaneously and over time (Zhang et al, 2015:538-566). Therefore, early in the eighties, the focus was focused on the need to take into account procedures for dealing with contradictions as they express organizational behaviors that organizations face in an environment of change and under conditions of uncertainty (Smith & Lewis, 2011: 38), and consequently, these contradictions appear clearly at the macro and micro level. Therefore, the paradox involved the conflicting demands between the needs of external and internal stakeholders (Margolis & Walsh, 2003: 287).

  Therefore, it can be said that this style of leadership is based mainly on the participatory method in the decision-making process because it depends on the exchange of information with others as well as on being Accountable, rewarding, and giving them independence and flexibility at work (Alfes & Lanner: 2017: 97-98).

  In light of the foregoing, it can be said that the concept of paradoxical leadership was born mainly from the womb of the contradiction theory, which indicates that the process of defense and inertia can arise from the ways and methods in which actors manage contradictions (Cunha & Putnam, 2019:103), and at the overall level, it seems there is a contradiction between the organization's desire to achieve profits and what is dictated by the requirements of social responsibility, and at the middle level there is a contradiction between the desire for a leadership role versus self-management As well as at the micro level, there is a demand to perform tasks and duties in exchange for the institutionalization of organizational citizenship

 Finally, there are several definitions of the concept of paradoxical leadership, it was defined (Dashuai & Ben, 2020: 11-26) "as a type of contradictory behavior that individuals show when exercising leadership roles, (Franken et al 2020: 2) they see that it "expresses both ends of each of uniformity, Individualization, Self-Centeredness, Control, Autonomy, Distance, and Proximity" while describing it (Patel, 2019: 49) as a framework that combines contradictions that allow leaders to become more cunningness when it comes to balancing contradictory choices in the decision-making process that enhances organizational ingenuity). While (Pearce et al, 2019: 35) describe it as "the simultaneous participation between formal and joint leadership that includes contradictory goals and contradictory thinking," as summarized by (Smith et al, 2016:1-8) "as a process of transformation from the

mentality of leadership according to The (either/or) style refers to the leadership mentality that adopts the (both / and) style, by highlighting the virtues of contradiction and recognizing that resources are not always limited, but can be generated through a process of continuous change with the requirements of the environment.

2.2 Paradoxical Leadership Dimensions:

It seems that the paradoxical leadership dimensions according to the researcher's opinions are reflected in four dimensions of contradictory practices identified by (Zhang et al, 2021:1) (Zhang et al, 2015:540) (Ghazzawi et al, 2020:442)) according to the following:.

2.2.1 The combining of self-centeredness and other-centeredness (SO):

In the sense that the leader maintains his central influence while at the same time participating in recognition and leadership with subordinates. When we examine the prevailing vision of organizations, we find that senior management tends not to involve subordinates in leadership and relies on individual behavior, while subordinates expect that the leadership will treat them as distinct individuals by giving them discretion in following up on tasks to be more effective in facing the challenges they face while performing their tasks, (Brewer & Gardner,1996:83-93). The leaders are generally self-centered and self-confident individuals who want to draw attention to themselves as well (Waldman et al, 2016: 325). The leader must be sensitive towards his followers as well, and he must also be humbler and share his leadership with his followers, in short, the leader is supposed to be able to at the same time, i.e. manage his own desires as well as the expectations of his followers on the other hand, i.e., at the same time the leader has the ability to participate and recognize others, (Ghazzawi et al, 2020: 242). Self-indifference and indifference to others are signs of narcissism that express self-esteem. Contradictory leadership according to this description is a leadership capable of creating harmony between self-centeredness on the one hand and centering on others on the other hand, through the leader's attention to their opinions and showing the required humility when dealing with them and recognition of theirs.

2.2.2 Maintaining Both Distance and Closeness (DC):

When the leader maintains hierarchical differences when dealing with issues related to the performance of work, and at the same time tends to form close relationships with subordinates, the relationship of rapprochement between the leader and his subordinates is the prevailing pattern in the relationship to exchanging information and studying views, but sometimes rapprochement constitutes a kind of damage, (Zhang et al, 2015: 538-566) (Goffee & Jones, 2006: 141), so it seems that the process of rapprochement between the leader and his subordinates may sometimes affect the personal characteristics of the leader, which This prompts him to use formal relations by following a series references that determine the degree of his proximity or distance from subordinates and according to status, rank, and authority. Therefore, maintaining distance between the leader and subordinates depends primarily on how the leader influences their behavior and thus how subordinates evaluate those behaviors (Howell et al, 2005: 274), while

some subordinates believe that a leader who maintains the distance between the leader and his subordinates are more effective, attractive to them and empowered to make decisions at the same time ensuring that their needs are understood and taken into consideration (Shamir, 1995: 19-47) Meaning, leaders establish regular relationships vertically in order to determine the distances between them and their followers in terms of authority and power, but in organizational life, it is assumed that the distance between the leader and his subordinates should be shortened. To Establish balanced relations with his followers in terms of proximity and distance.

2.2.3 Treating Subordinates Uniformly While Allowing Individualization (UI):

When the leader balances unification and Individualization, which he distributes work burdens but at the same time allocates parts of the work based on the skills and capabilities of subordinates, it is common that the treatment that takes place with individuals in any group may affect their membership in that group and this is what is stipulated in the principle of unification among subordinates Empowering employees on an equal footing while recognizing the principle of the achievements of each of them enhances the individual and collective commitment to the organization (Wayne et al, 1997: 97-111), as some leadership theories confirm in the field of organizational behavior such as transformational leadership focuses on the individual orientation of leadership or through the use of the leader-subordinate exchange pattern within groups (Zhang et al, 2015: 538-566) (Boies & Howell, 2006: 247), and this is what prompts leaders to put subordinates to certain tasks in a homogeneous manner while taking Considering the privileges and rights of each one of them without regard to favoritism, perhaps the adoption after monotheism alone may lead to the depersonalization of individuals and deprive them from the identity of distinction.

2.2.4 Maintaining Decision Control While Allowing Autonomy (CA):

A leader maintains control over decisions and at the same time tends to give a degree of autonomy for the purpose of implementing work requirements, that is, allowing flexibility for the purpose of finding a balance between the independence of the leader and controlling the behaviors of subordinates, while giving them the freedom to act with flexibility and independence (Zhang et al, 2015: 543). The contradictory leadership style aims to integrate and reconcile the contradictions related to each of the two sides of the dimension of control and empowerment over time, based on the requirements to achieve the goals of the organization (Smith & Lewis, 2011: 394). The loose control principle that compares the leader's control with empowerment is often considered a kind of The contradiction, with providing the discretion to subordinates to act independently when they perform some roles, which entails them to have the ultimate decision-making authority during the performance of work (Ghazzawi etal, 2020: 1- 253), and ironically, leaders for example may grant the authority of decisions In matters of less importance compared to make decisions related to important issues or as some call it control and flexibility or control and independence (Lewis, 2000: 762), While others called this description on the authority and democracy as two extremes contradiction in the sense that leaders can control the behavior of subordinates when making

decisions related to the performance of work on the one hand, while giving them the freedom to act with a degree of flexibility and independence on the other hand, especially with regard to the freedom to deal with problems flexibility and autonomy(Heracleous & Wirtz,2014:150-170), therefore considering such contradictions as circumstantial phenomena tend to use the option (either - or), but the need in some situations requires that the leadership style be based on tight control over behavior and decision-making according to the principle of combining between (both / and).

2.3 Knowledge Management Strategies:

When delving into the subject of knowledge management strategies, it is necessary to clarify the concept of (knowledge) at first, as the end of the last century witnessed great interest in the subject of knowledge and focused on showing the extent of its impact on the performance of organizations during the past years as one of the main assets of the organization as a direct cause of its success in a competitive environment Constantly changing, so the knowledge is an attractive and complex concept that can be described as (an evolving blend of framed experience, values, and contextual information embedded in expert insight that provides a framework for assessing and integrating experiences and information) (Hassan, 2021: 327-350). in light of this So, must be managed of this knowledge for its importance in achieving outstanding performance. (Knapp, 1988) (Duffy, 2000) therefore, knowledge management was described (as a set of processes for transforming data and information into valuable knowledge that is represented by discovery, organization, application, participation, and renewal of knowledge, cited by (Raissi et al, 2013: 989-996), so knowledge management is an organized process of searching for, selecting, organizing and categorizing information in a way that increases the level of general intelligence of the organization and improves its organizational performance contexts and its growth and survival in the business environment as it includes the techniques, tools and human resources used to collect, manage, disseminate and invest knowledge within the organization, (Snyman & Kruger, 2004: 5-19), based on the purpose for which that knowledge is managed (Norang & Nooshin, 2016: 19-24), the successful strategy is based on excellence in the implementation of capabilities, and effective knowledge management is one that can be considered the main capabilities to choose the strategy that achieves its objectives, which requires The matter is the participation of all thinkers in the organization for the purpose of effective institutionalization of knowledge.

In this context, the ability of organizations to exploit their intangible assets has become more important than their ability to invest in their physical assets. Meaning the goals and strategies of knowledge management are supposed to reflect the goals and strategies of the organization (Kim et al, 2003: 279). The contradictions between the exploration of knowledge and its exploitation in a strategic framework are still unfamiliar, which makes it difficult to obtain benefits in creating a sustainable competitive advantage (Clauss et al, 2021: 203-213). Certainly, the success of the strategy is the result of a set of intellectual and philosophical interactions at the level of theory and application, as well as the introduction of contradictions Which results

from the scarcity of resources and the increase in needs. Therefore, organizations are supposed to measure their success by choosing the appropriate strategy. Therefore, they must be more compatible with the internal and external environments, including adaptation and growth (Ahmad, 2020: 4244-4261). It is known that the strategy is what enhances the basic ability the organization has to compete and gain the necessary flexibility in change and renewal to deal with developments in the business.

Finally, it has become clear that managing knowledge and how investing it in the best way, and choosing the most appropriate strategy has become the biggest challenge for organizations. For the purpose of exchanging knowledge between (people), it may save costs when it facilitates the process of personal communication required by this strategy, while (technology) works on information technology that facilitates the process of identifying, finding, and disseminating knowledge between organizations, and with this can be said that technology alone is not sufficient and maybe the easiest part in knowledge management the important thing is how to interlock between the organization's employees and its operations, which is difficult because the knowledge management toolkit will provide the organization with a roadmap for the knowledge management strategy (Tiwana, 2000), meaning that compatibility and harmony must occur between the mission of the organization and its strategic objectives through the interaction between both (Individuals and Technology) in operations support, and the purpose of shedding light on knowledge management strategies, we will explain their according to the following:

2.4 Knowledge Management Strategies Dimensions:

It seems that the Knowledge Management Strategies dimensions according to the researchers' opinions are reflected in two dimensions identified by (Hansen et al,1999) (Nicolas & Cerdan, 2011) according the following:

2.4.1 Codification Strategy (CS):

It is a strategy that includes the transformation of tacit knowledge into explicit knowledge in order to facilitate the process of organizational knowledge flow ((Janicot et al, 2021: 197-227), given that codification creates an opportunity to achieve economies of scale (Do Toni et al, 2011). While it is also described as the strategy that t is used in the exchange of knowledge from (the person to the document) and from (the document to the rest of the people) as a central repository for storing relevant information. And it works to guide the organization to use the most harmonious means in its operations. This strategy focuses on the computer in storing data, where it can be easily accessed by anyone in the organization (Hansen, et al 1999: 106-116) (Imran et al, 2017) and it is also expressed its transmitted through official communication channels and is reflected in the form of pictures, brochures, manuals, drawings, audio, and video tapes, and computer programs called "Know-What", the purpose of sharing it as explicit knowledge available to the general public (Easterby-Smith & Prieto, 2008:235) (Yang & Chen, 2007:95-109). The use of this type of strategy leads to finding clear solutions that help save efforts and money and can be said that this strategy is suitable for organizations that tend to use current knowledge, which is also expressed (exploitation strategy) and this type of

knowledge strategy is suitable to the organizations provided standardized products (Bettiol, et al: 2012, 550-562), especially when the organization aims to achieve profits in the short term by benefiting from the current and available knowledge continuously and cumulatively, which is often related to archived and stored information Which can be easily traded by individuals, especially knowledge that related to (operational aspects), which is called the Knowledge Repository model, (Whitaker et al, 2010:19**). while summarizing the characteristics of this strategy (Merwe, 2021) as follows:**

a. People-to-Document.

b. Explicit Knowledge.

c. Exploitative.

d. Standardization.

e. Innovative.

2.4.2 Personalization Strategy (PS): It is a strategy that depends on the direct exchange of knowledge between individuals and it can be circulated at the collective level as well instead of storing it because its goal is to communicate between individuals and groups in order to enhance the sharing of tacit knowledge from (Person to person) or from (expert to employee), which is a very old method (Ajith et al, 2011: 118-125) and the exchange of this type of knowledge and how to implement it is usually facilitated through the development of the communication networks in order to enhance the sharing of tacit knowledge as described. It is the second strategy used for knowledge management (Imran et al, 2017) and this type of knowledge is usually rooted in the minds of individuals and it is shared through exchange among them, as its intellectual and proprietary knowledge, because is not written, but rather on the form of dialogic images based on interaction in relations between individuals face to face, and then will be able to learn it through observation direct and coexistence, and through work sharing and the exchange of experience, the computer is not used to store it but to help others communicate knowledge (Hansen et al, 1999: 106-116), and the strategy that deals with this type of knowledge is called the(exploration strategy) because it relates to tacit knowledge and includes values, attitudes, and perceptions, which consists of a mixture of experiences and subjective experiences such as intuition and deep understanding. and often in this type from knowledge manifested in social and electronic interactions, especially when activating the role of communities of practice, and communities of interest. The role of using information technology is here for the purpose of helping others. It is used by organizations that want to achieve success long time, so to find and acquire new knowledge or create products new suitable for organizations that follow the method of providing products to their customers**. (Merwe, 2021) has identified characteristics of this kind of knowledge strategy according to the following:**

a. Person-to-Person.

b. Implicit Knowledge.

c. Explorative.

d. Customization.

e. Creative.

In light of the foregoing, we find that the codification strategy focuses on efficiency, which is in contrast to the personalization strategy, which is known as the (exploration strategy), which has high costs and high risks, and which focuses on innovation. So, the organization must master the process of balancing However, it should be flexible and able to find new knowledge (Neuweg & Fothe,2012: 340-352).

2.5 The relationship between paradoxical leadership and knowledge management strategies:

The difference between paradoxical leadership and traditional leadership is usually described through the mechanisms of dealing at the strategic level, especially when implementing knowledge management strategies in the face of challenges in order to create a high context for performance in light of environmental complexity, competition conditions, and uncertainties, especially when it comes to knowledge exploitation or discovery at combining contradictions and dealing with challenges or tensions (Lavine, 2014:189-205), when comparing its need for the codification strategy or a personalization strategy, the organization needs an effective leadership that can act in a variety of ways that may be soft and hard at the same time, creative, fast, and systematic and under control and this is what paradoxical leadership has (Lewis et al, 2014: 58-77), paradoxical leadership has a behavior that responds to multiple demands at the same time, and therefore, paradoxical leaders have the ability to create innovations through exploration for the purpose of driving innovations while exploiting current knowledge at the same time because they are dealing Proactively with events and thus adapting to them in multiple ways and methods according to the situation, they use the strategy when it is required to exploit existing knowledge (Explicit knowledge), and at the same time they are looking for the discovery of new knowledge included in the personalization strategy (tacit knowledge). Knowledge exploitation When the situation requires making use of the existing knowledge and they can also combine the two strategies in order to confront competing values (Clauss et al, 2021: 203-213), the paradoxical leadership is also able to improve performance and raise the level of productivity by strengthening competition and at the same time enhancing activities change by creating a space of freedom that makes individuals work with commitment and harmony according to bonds based on cooperation and within precise formal structures subject to bonds and control at the same time (Brandstatter, 2018:1-77). However, the road ahead for leadership is not simple, but rather faces a set of contradictions and obstacles that may stand in front of it when applying knowledge management strategies. In a study introduced by (Yang & Chen, 2007: 95-109) that included (431) American and European organizations, several factors were found that constitute obstacles to the exchange of knowledge. organizational (28%), information communication technology (22%), incentive systems (19%), and employee turnover (8%).

2. Methodology of the Research

The research adopted the descriptive analytical method to collect the necessary information as follows, primary sources based on the data collected from the research sample through a questionnaire were prepared for this purpose. Secondary sources were used to cover the theoretical aspect of this research such as books and related scientific studies. The questionnaire used as a tool to collect primary data consists of two sections. The first section contains (20) end-closed questions aimed at identifying paradoxical leadership practices in light of their dimensions by adopting the Academics of the Engineering Technical College and Technical Institute of Amara as a sample. Section two contains (12) end-closed questions to identify achieving knowledge management strategies by the respondents. The questionnaire is based on the Five Likert scales: strongly agree (5), agree (4), uncertain (3), disagree (2), and strongly disagree (1). The statistical program (SPSS) was used to analyze the questionnaires through various statistical analyses. The research population consists of all the academics in the Engineering Technical College and Technical Institute of Amara. The researcher distributed the questionnaire to (65) individuals and (60) were returned, in light of the problem of the research and its objectives, the following model has been proposed to diagnose the influence of the paradoxical leadership model in achieving knowledge management strategies as shown in figure (1).
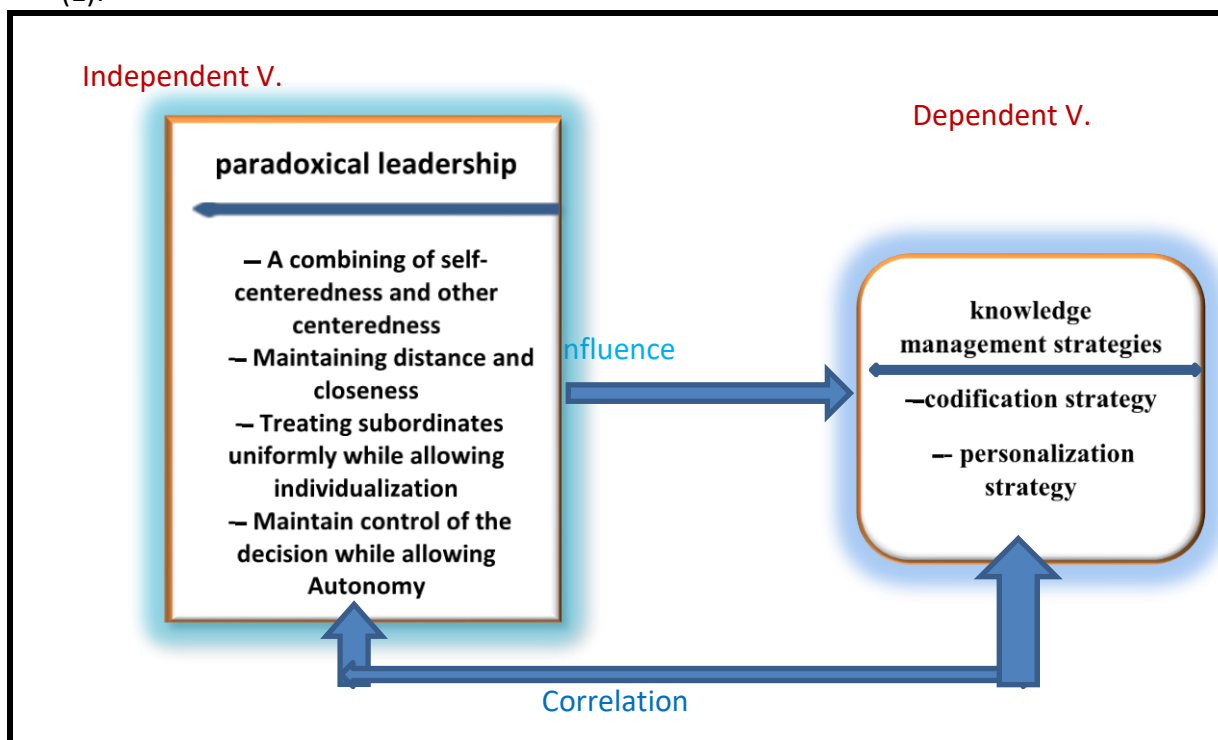

Figure (1) research model

The research model was built in light of the review of relevant literature. The independent variable "paradoxical leadership model " has been relayed on (Smith et al, 2015) (Ghazzawi et al, 2020), has been relied on, (Hansen et al, 1999) (Nicolas & Cerdan, 2012). knowledge management strategies as dependent variable. The model

assumes that a positive correlation between the two variables as well as an influence of paradoxical leadership on knowledge management strategies through its dimensions (A combination of self-centeredness and the other Maintain distance and proximity, treating subordinates uniformly while allowing individualization, maintaining control of the decision while allowing Autonomy) as an independent variable, on achieving Knowledge management strategies as a dependent variable.

3.1 Research hypotheses:

H1: there is a statistically significant positive correlation between paradoxical leadership and achieving knowledge management strategies?

H2: there is a statistically significant influence between paradoxical leadership and achieving knowledge management strategies.

3.2 The Alpha-Cronbach equation has also been used to show the accuracy of the research questionnaire when it exceeds of percentage (60%), this indicates acceptance and reflects agreement and correlation between the terms of the paragraphs of the questionnaire based on (Skaran & Bougie, 2010). The questionnaire it's achieved a reliability coefficient of (0.88), while the statistical validity coefficient was (0.93).

3.3 Population and Sample Research: The population size of the research was (75) individuals most of whom were academics, the researcher distributed (65) questionnaires, and (60) valid questionnaires were retrieved for analysis, the recovery rate was about (86.6%), and all of them were subjected to statistical analysis. The sample size was estimated according to the method (Glenn, 2013). n = N / 1 + N(e)2 As: n = Sample Size, N = Population Size, e = level of confidence.

4. Data Analysis and Finding:

4.1 The descriptive analysis of the opinions of the sample members about the dimensions of the variable of paradoxical leadership:

Order	Relative Weight %	Standard Deviation	Mean	variable symbol	Paragraphs Sequence
2	71.4	0.96	3.57	SO1	1
3	79.6	1.08	3.53	SO2	2
4	67.6	0.87	3.38	SO3	3
5	65	1.04	3.25	SO4	4
1	74.4	096	3.72	SO5	5
Fourth	69.8	0.98	3.49		The combination of self-centeredness and other -centeredness
1	68.6	1.03	3.43	DC1	6
5	78.6	0.94	3.93	DC2	7
3	74	0.83	3.70	DC3	8
4	73.6	0.85	3.68	DC4	9
2	74.4	1.02	3.48	DC5	10
Third	72.8	0. 93	3.64		Maintaining Both Distance and Closeness
3	69.4	0. 72	3.47	UI1	11
2	74.8	0.74	3.74	UI2	12

Table 1 MEAN, STANDARD DEVIATION, AND THE RELATIVE WEIGHT OF PARADOXICAL LEADERSHIP

1	74.4	0.96	3.72	UI3	13
5	76	0.90	3.80	UI4	14
4	72.6	0.94	3.63	UI5	15
Second	73.4	0.87	3.67		Treating Subordinates Uniformly While Allowing Individualization
4	68.6	1.10	3.43	CA1	16
1	68.4	0.89	3.42	CA2	17
3	81	0.78	4.03	CA3	18
5	80.6	0.82	4.03	CA4	19
2	84.6	0.72	4.23	CA5	20
First	76.6	0. 86	3.83		Maintaining Decision Control While Allowing Autonomy
N=60	73.2	0.91	3.66		Paradoxical Leadership

.Table (1) above shows the results of the descriptive analysis of the Paradoxical Leadership variable, where the variable as a whole obtained at the general level as a percentage of (73.2%) and with an arithmetic mean average of (3.66), which is higher than the hypothetical average of (3) for the purposes of the current research, which adopted the Likert scale with a standard deviation of (0.91). **As for the sub-dimensions, the results were as follows: -**

a. The combination of self-centeredness and other-centeredness (SO): This dimension got the (Fourth-order) among the rest of the dimensions, as it came with a level of importance for the researched organization with a percentage (69.8 %), with arithmetic mean (3.49), and a standard deviation of (0.98).

b. Maintaining Both Distance and Closeness (DC): This dimension got the (Third-order) among the rest of the dimensions, as it came with a level of importance for the researched organization with a percentage (72.8 %), with an arithmetic mean of (3.64) and a standard deviation of (0.93).

c. Treating Subordinates Uniformly While Allowing Individualization (UI): This dimension got the (Second -order) among the rest of the dimensions, as it came with level importance, a percentage of (73.4%) with arithmetic mean (3.67), and a standard deviation of (0.87).

d. Maintaining Decision Control While Allowing Autonomy (CA): This dimension got the (First-order) in terms of the level of importance of (76.6%), with an arithmetic mean of (3.83), and a standard deviation of (0.86).

4.2 The descriptive analysis of the opinions of the sample members about the dimensions of the variable of Knowledge Management Strategies:

Table 2
MEAN, STANDARD DEVIATION, AND THE RELATIVE WEIGHT OF KNOWLEDGE MANAGEMENT STRATEGIES

Order	Relative Weight %	Standard Deviation	Mean	variable symbol	Paragraphs Sequence
1	56.5	1.11	3.28	CS!	1
4	59.6	0.91	2.98	CS2	2
2	62	0.93	3.10	CS3	3
3	60	0.85	3.00	CS4	4
6	57.4	1.07	2.87	CS5	5
5	58.4	0.87	2.92	CS6	6

Second	60.4	0.96	3.02		Codification Strategy
3	62.4	1.24	3.12	PS1	7
1	80	0.78	4.00	PS2	8
4	59.6	1.10	3.00	PS3	9
5	56.6	1.08	2.82	PS$	10
6	49.4	1.03	2.77	PS5	11
2	69.6	1.13	3.48	PS6	12
First	64	1.06	3.20		Personalization Strategy
N=60	62.2	0.99	3.11		Knowledge Management Strategies

Table (2) above shows the results of the descriptive analysis of the Knowledge Management Strategy variable, where the variable as a whole obtained at the general level as a percentage of (62.2%) and with an arithmetic mean average of (3.11), which is higher than the hypothetical average of (3) for the purposes of the current research, which adopted the Likert scale with a standard deviation of (0.99). **As for the sub-dimensions, the results were as follows**:

a. Codification Strategy (CS): This dimension got the (Second-order), as it came with a level of importance for the researched organization with a percentage (of 60.4%), with an arithmetic mean (of 3.02), and a standard deviation of (0.96).

b. Personalization Strategy (PS): This dimension got the (First-order), as it came with a level of importance for the researched organization with a percentage (64 %), with an arithmetic mean of (3.20) and a standard deviation of (1.06).

4.3 Examining the research hypotheses:

4.3.1 Pearson Correlation analysis:

Table (3) shows the results of the analysis of the first major hypothesis test. Correlation between search variables, as it was the correlation coefficient in the data showed that the tested variables were positively and significantly correlated. The correlation matrix shows that paradoxical leadership is positively related to knowledge management strategies, where the value of the correlation coefficient between the two main variables was average (.378**) at the significance level (0.01). In addition, the dimensions of paradoxical leadership were correlated with the knowledge management strategies, especially in the dimension associated with Maintaining both Distance and Closeness with codification strategy and personalization strategy respectively (.406**) (.439**). And it was the highest correlation ratio is (.439**), and the lowest correlation ratio is (.255*). Therefore, the first hypothesis is that there is a statistically significant positive correlation between paradoxical leadership and achieving knowledge management strategies.

Table (3) Person's (r) Correlation analysis		
Paradoxical Leadership (X)	knowledge management strategies (Y)	
Dimensions	Codification Strategy	Personalization Strategy
The combination of self-centeredness and other –centeredness	.339**	.310**

Maintaining Both Distance and Closeness	.406**	.439**
Treating Subordinates Uniformly While Allowing Individualization	.321**	.257*
Maintaining Decision Control While Allowing Autonomy	.285*	.255*
(r) X, Y .378**		
Correlation is Sig. at the 0.01** and 0.05*		

4.3.2. Multiple Regression Analysis:

In order to examine the second hypothesis, multiple regression analysis was used to identify the influence of Paradoxical leadership on knowledge management strategies. The results of the multiple regressions indicate that Paradoxical leadership has an influence on the achievement of knowledge management strategies. This is supported by the value of (F) calculated that equal to (9.673) which is greater than the value of (F) tabulated (5.29). The coefficient of (R^2) is equal to (0.143) which refers to the ability of the Paradoxical leadership in explaining the application of knowledge management strategies about (0.143). Additionally, table (4) below shows that statically there is a significant influence of the dimensions of Paradoxical leadership on knowledge management strategies individually on application. The influence of Maintaining Both Distance and Closeness on the application of knowledge management strategies reached the highest (13.732) important influence in comparison to other dimensions. However, Maintaining Decision Control While Allowing Autonomy reached (4.062) the lowest influence on knowledge management strategies application. As a result, the second hypothesis is accepted as well. Statistically, there is an influence significant between paradoxical leadership and the application of knowledge management strategies.

Table (4) (F) Calculated				
Paradoxical Leadership (X)		Knowledge management strategies (Y)		
Seq.	Dimensions	(F)	R^2	Sig.
1	The combination of self-centeredness and other-centeredness	7.331	.112	0.000
2	Maintaining Both Distance and Closeness	13.732	.191	0.000
3	Treating Subordinates Uniformly While Allowing Individualization	5.642	.089	0.002
4	Maintaining Decision Control While Allowing Autonomy	4.062	.065	0.049
	(F) X, Y 9.673		0.143	0.000

5. Discussion and Conclusions

It became clear through the current research that the formations of the Southern Technical University approved for the purposes of the current research, which are both the Technical College of Engineering and the Technical Institute of Amara

represented by its leaders, adopt the paradoxical leadership model according to its dimensions, so they applied both the coding strategy and the assignment strategy through the results obtained in the current research. The results of the research also showed that the practice of contradictory leadership styles has a clear impact on the mechanisms of implementing each of the two strategies, which is a healthy phenomenon. The research also reached that the leadership practices a high degree of the principle of maintaining control of the decision while allowing Autonomy, where the highest response was recorded among academics. Then comes the principle of treating subordinates uniformly while allowing Individualization in the second degree, while the principle of self-centeredness and centering around the other is still below the level required by leaders it was the lowest response among academics, although the matter may differ from one organization to another according to the size and nature of the work and the extent of its leaders' commitment to practicing contradictory leadership styles.

6. Recommendations

Based on the conclusions of this research, there are indications that practicing paradoxical leadership styles at the Engineering Technical College and Technical Institute of Amara. But it still needs support in order to strengthen the trust between leaders and their followers by spreading a culture of awareness of the importance of expansion of practices of paradoxical leadership dimensions, especially at the level of practicing principle the combining of self-centeredness and with other-centeredness, and also to the application of the knowledge management strategies, also it needs to strengthen the infrastructure with regard to devices, equipment, and networks that help archive knowledge and disseminate, as well as interest in knowledge groups through holding periodic meetings to exchange knowledge, so recommend to the need to conduct similar studies on other productive and industrial organizations, the concept of paradoxical leadership is still in the process of scrutiny and experimentation.

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" تأثير القيادة المتناقضة في تحقيق استراتيجيات إدارة المعرفة" دراسة تحليلية لآراء عينة من الأكاديميين بالكلية التقنية الهندسية – ميسان والمعهد التقني العمارة

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المستخلص

يهدف هذا البحث إلى الكشف عن مدى تأثير القيادة المتناقضة من خلال أبعادها في تحقيق استراتيجيات إدارة المعرفة بناءً على إجابات عينة من الأكاديميين في الكلية التقنية الهندسية والمعهد التقني العمارة. تم تحديد مشكلة البحث من خلال تشخيص الممارسات القيادية في المنظمات عينة البحث ومدى قدرتها على دمج ومطابقة الخيارات المتناقضة عند اتخاذ القرارات من أجل خلق بيئة تنافسية تستجيب لمتطلبات التغيير. ولتحقيق أهداف البحث تم تصميم استبانة مكونة من (32) سؤالاً وزعت على عينة قوامها (65) أكاديمياً، تم إرجاع (60) منها كانت صالحة للتحليل الإحصائي. كما توصل البحث إلى استنتاجات عدة أهمها أن القيادة في المنظمتين أعلاه تمارس درجة عالية من مبدأ الحفاظ على السيطرة على القرار مع السماح بالاستقلالية، كما خرج البحث بمجموعة من التوصيات لغرض تحقيق استراتيجيات إدارة المعرفة.

الكلمات المفتاحية: القيادة المتناقضة، إستراتيجيات إدارة المعرفة، إستراتيجية الترميز، إستراتيجية التخصيص.

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