



Effect of Temporal and Spatial Myopia on Managerial Performance

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Abstract

An important role played by the strength of a company's position in the industry, companies must examine the factors that hinder building their strategic position. Companies need to have a successful management performance. It is the process of planning, organizing, and directing tasks, as well as monitoring the implementation of tasks. Therefore, this study aimed to explore the size of the obstacle posed by spatial myopia and temporal myopia in weakening the ability of organizations to achieve successful managerial performance. Where this is embodied in the hypotheses of the study, which state: There is an effect of spatial myopia and temporal myopia in achieving successful managerial performance. Therefore, the hypotheses of the study were tested in one of the important institutions in the oil sector (the petroleum products distribution company in Thi-Qar Governorate). The test was conducted on a sample of (132) managers from all managerial levels in the company. The research model and its hypotheses were tested using SmartPLS. The results of the study showed that there is an effect of spatial myopia and temporal myopia on the performance of organizations. So the study made some conclusions about how to treat. And the transition to adopting the concept of managerial hyperopia is one of the useful tools for the success of the organization's performance.

Introduction

The results of (Tunyi et al., 2019) indicate that the myopia of an organization usually sacrifices long-term strategic goals for short-term profits. Therefore, you will be subject to acquisition by others. Because these organizations do not strongly support the performance development process. As it is known in our time that organizations that do not believe in the continuity of change and development, will be subject to exit from the market in the future. Therefore, these companies need a revolution in the field of management, to change the deteriorating reality to a better one, through clarity and understanding of their goals at least, as well as understanding the goals of competitors. Organizations also need to know where they stand in the competition. Is it effective or does it go toward the unconscious and operate mysteriously (Wheelen et al., 2018). Therefore, these companies must study the factors that hinder the creation of such cases. It is clear from what preceded the gap from which the study was launched in highlighting and diagnosing one of the most important organizational phenomena (Ridge et al., 2014).

When referring to the concept of myopia, we found that it relates to immediate situations and the company's distance from dealing with the future. This gives great importance to studying the effect of short-sightedness on the company's performance and gives a broad introduction to exploring the level of its impact on companies, especially in the oil sector, which is the first sector in which the national income in Iraq. Where oil is considered almost the only source of public income in Iraq. On the other hand, a showed study by (Bonner et al., 2005). The position

of the company is evident in the ability to build relationships and manage them well, and this matter certainly requires good management and awareness of the variables. It is not easy for the company to choose a strategic path for success in managing its organizational work, but it must be based on objective studies. Because many organizations in general, and Iraqi organizations in particular, suffer from the inability to follow a managerial approach according to the determinants that they deem successful because they are shackled by laws and instructions that make the variables around them unclear, as a result of the weakness in diagnosing those variables, including the movements of competitors. This may result in opportunities for the organization on the one hand or may result from these moves as potential threats on the other hand.

Therefore, the importance of this study is highlighted in its handling of two prominent topics in business administration, which are among the most important and most sensitive topics for the organization, as highlighting them leads to the organization's awareness of the importance of monitoring the variables and events around them, and focusing on how to achieve successful organizational performance. We also see that it is illogical for the organization to remain captive to government decisions that are often useless. The importance of the study also crystallizes in presenting, measuring, and diagnosing two variables that have a strategic dimension in their nature. And knowing the size of their impact on the managerial performance in the organization. Based on the foregoing, the study was directed towards achieving a main objective, which is to measure the level of influence of spatial myopia and temporal myopia on managerial performance. The study also aims to provide recommendations. The study also aimed to enrich managerial literature with work of a modern nature that is not widely studied.

The research is embodied in several paragraphs, the first is related to the introduction of the study. The introduction to the study included the study gap, its importance, and its objectives. As well as a detailed presentation of the stages of development of the research steps leading to the recommendation and future direction. In another paragraph, the study presented a theoretical review and hypothesis development. Any study must present the theoretical aspects related to the phenomenon it deals with. Because it is an essential element in informing the reader of the importance of the information presented by the researcher in his field of research (Boote and Beile, 2014). Our study presented the theoretical aspects of its variables and the nature of the relationship of these variables to each other. Based on previous research experiences. It had a significant impact on deriving the hypotheses of the study. By presenting opinions that justify the possibility of assuming hypotheses that express the influence of variables on some of them. On this basis, the hypotheses of the study were developed. Also, there is a paragraph dealing with the research methodology. This paragraph is concerned with diagnosing, analyzing, and presenting the nature of the study sample, in addition to examining the study scale and adapting it by the researcher according to the requirements of the study. As well as measuring the relationship between the variables of the study. Where the statistical indicators revealed the nature of that relationship. On this basis, a special paragraph was developed to discuss the results that resulted from these statistical analyses. It shows how the variables of the study can affect each other and what differences they can make at the field level. Therefore, the research produced a paragraph on the conclusions of the study and another related to the recommendation and future direction that could be presented in the future in the field of research.

Methods

Temporal and Spatial Myopia

The literature describes it as a concept of narrow views towards environmental variables at the internal and external levels, and others see it as a concept of sacrificing future gains at the expense of current gains (Ridge et al., 2014), as a result of the organization's lack of insight towards its surroundings (Tunyi et al., 2019). , the organization affected by this disease makes confusing and often irrational choices, without taking into account the factors of time and organizational capabilities, as well as the forces of the external environment and the strategies of the organization in general (Miller, 2002). This is often due to the learning impairments of decision makers, as researchers consider that these individuals have not sufficiently developed their educational abilities as well as the lack of experience in the field of work, as the lack of learning restricts the process of guessing future opportunities, and does not make the manager able to solve the problem (Levinthal and March, 1993). It is also a very influential element in the organization's ability to explain the nature of the competitive environment, due to the inability of its employees to analyze the strategic elements well, thus creating a state of uncertainty in identifying future opportunities and threats, which is negatively reflected in its strategic decisions. Temporal myopia refers to the inability of some organizations today to choose between times. In other words, shortsightedness towards the time dimension of its decisions, that is, the organization finds itself facing great challenges. One of these challenges is the decision-making process of changing short-term activities that will allow for current profitability in the short term or the second option that focuses on activities that take into account the changes facing the organization in the long term. Activities that reduce short-term returns usually strengthen the firm in the long term (Lafferty, 1996). In the context of time myopia, management encourages immediate solutions and usually avoids investing in future opportunities based on the time factor, which does not allow it to prioritize competitors and thus creates a kind of ambiguity in choosing the appropriate times to deal with them (Sato, 2012). Spatial myopia, this factor illustrates the myopia present in the management of the organization at the spatial level, which is not well aware of the importance of strategic locations around it, at the level of markets and competitors, as well as customers and suppliers, as described (Levinthal and March, 1996) as "neglect of distant places and the "tendency to ignore the bigger picture." Organizations with spatial myopia find this type of myopia results in a lack of spatial variables and produce effects on the organization (Ridge et al., 2014).

Managerial Performance

Managerial performance is a measure of the organization's performance in the industry. It informs others about the nature of the organization's work and how to correct performance in it can lead to quantum leaps in the markets. There is no doubt that the interest of the organization's management in developing managerial performance represents a healthy condition, as it gives a clear indication of the solidarity of workers with the administration. It also means that management is well aware of what it is doing. In the history of managerial thought, the focus has been on the importance of having only good results. But today the situation has changed, as it has been shown that the importance of the organization stands out in achieving the best performance compared to other organizations in the same industry (Moris et al., 2012). Therefore, all leading organizations seek to highlight their name as a first mover in the field of competition and do not accept being left behind. Therefore, organizations usually focus on analyzing internal weaknesses. And it tries to deal with it as soon as possible (Brownell and McInnes, 1986). Because the success of organizations is reflected in the success

of their managerial performance. (Nguyen et al., 2016) believes that managerial performance lies in several elements that the organization should take care of and try to address, among those elements, the recruitment process, supervision, evaluation, etc. Whatever the type of organization's work, it must make an effort to sustain the success of the managerial performance, but it must seek to develop it continuously (Hall, 2008).

Hypothesis Development

The Relationship Between Spatial Myopia and Managerial Performance

Organizations usually draw plans, set policies, and implement programs to reach the appropriate places " strategic locations of the organization" according to the set goals. Access to the strategic location requires more effort commensurate with the nature of the elements of power possessed by the organization (Chow et al., 1996). The organization's management's sense of ambiguity is caused by the organization's lack of appropriate tools to monitor market conditions and the factors affecting them. The most important characteristic of successful organizations is their movement within the industry, and not neglecting any member of the industry (Struckell et al., 2022). Spatial myopia creates an unconscious state of market goals, which leads to confusion in the organization's work and performance in general. A study (Sato, 2012) showed that spatial short-sightedness affects the organization's choices, making the organization unable to create spaces in performance. Because of its focus on exploitation first rather than exploration. This leads to a weakness in the learning of the individual. Which reduces the ability of the organization to compete with others or negotiate with them. Also, myopia usually makes the organization live in a degree of ambiguity, and this makes management grant powers makes incorrect decisions (Levinthal and March, 1993). Therefore, they can be considered sufficient reasons for the decline in managerial performance. Thus, we assume:

There is a significant effect of spatial myopia on managerial performance.

The Relationship Between Temporal Myopia and Managerial Performance

Organizations must carry out their activities according to timings commensurate with the nature of the variables around them and their strengths (Chow et al., 1996). With the inability to understand these elements well and the temporal boundaries cannot be formed accurately, there is certainly no correct performance. A lot of research has been put forward that explained the importance of managing and organizing time. For example, Eisenhower put his famous matrix that shows the importance of time and how it is an irreplaceable element. It shows that there is an important time and also there is an urgent time (Атия, 2016). This shows us the importance of time for the organization, especially at present. As it is known that some of the environmental elements that were once considered strategic elements are no longer so today. Miller (2002) explains the effect of temporal myopia on the cognitive stock of the individual, as he believes that myopia toward time undermines the sequence of events. Thus, the individual is no longer able to accurately understand what is happening around him. As well as the inability to analyze events realistically, as a result of the lack of knowledge accumulation. It coincides with the view given by Levinthal (1993) and Laverty (1996). Managers who feel short-sighted usually go for alternative and likely decisions that do not have complete credibility. They also adopt technology alternatives because they feel anxious. They do not have the confidence to change. There is no doubt that all of this is a clear indication of the poor managerial performance of the organization. Therefore, we assume:

There is a significant effect of temporal myopia on managerial performance

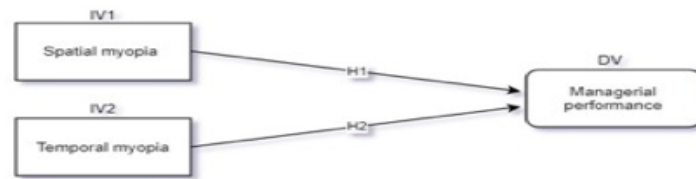


Figure 1. Conceptual framework

As shown in fig. 1, the framework of this study reflects the nature of the impact relationship between its variables at the field level, and the impact relationship of spatial and temporal myopia (interpretive variable) on the managerial performance (responsive variable). This framework was constructed based on (Sekaran&Bougie, 2016:75).

Sample Selection and Data Collection

This study used a positivist paradigm with a survey method. More specifically, primary data obtained directly from respondents was collected using a questionnaire technique. The study's sample was drawn randomly from managers at the Thi-Qar oil company. Eligibility criteria required respondents to have achieved the following: (1) they are managers at a mid- or low-level; (2) their organizational tenure is more than five years; and (3) they have at least three years of experience. Because the original survey items are in English, questions and scales have been translated into Arabic based on the procedure put by Brislin (1970). A back-translation technique was applied by an academic competent in both English and Arabic to ensure its validity. Moreover, items in the translated questionnaire have been checked by managers and academics to ensure their relevancy and comprehension. The researcher distributed 167 questionnaires. The number of questionnaires received was only 153. Because of incomplete questionnaires, 21 of them have been excluded. Thus, 132 were used in the final set of data. Table 1 shows the demographics of the participants. The final sample comprised 0.08 percent high-level, 0.28 percent mid-level managers, and 0.64 percent low-level managers. 74.2 percent of respondents had an undergraduate degree, and 25.8 percent had a master's degree or above. The average respondent's tenure was 9.35 years. Age, most of the participations had 40-49 years.

Table 1. Demographics of the participations

Demographics	Frequency (n=132)	Percent
Gender		
Male	94	71.2
Female	38	28.8
Job position		
High level	11	0.08
Mid-level managers	37	0.28
Low-level managers	84	0.64
Age		
30-39	22	16.6
40-49	54	0.41
50-59	33	0.25
≥60	23	17.4
Academic qualifications		
Undergraduate	98	74.2

Post-graduate	34	25.8
Organizational tenure		
3-6	22	16.6
7-10	46	0.35
≥11	64	48.4

Measurement of Variables

The three primary variables in the present study include spatial myopia and temporal myopia as independent variables, while managerial performance is the dependent variable. This study adopts well-established scales from the existing literature to measure the variables in the research model. The current research operationalizes spatial myopia and temporal myopia as a one-dimensional construct using ten items adapted from (Ridge et al., 2014:620). Which developed a scale based on, (Arndt and Bigelow, 2000; Barr et al., 1992; D’Aveni and MacMillan, 1990; Tsang,2002; Tuggle et al., 2010a,b) In contrast, managerial performance was measured with eight items adapted from (Her et al.,2019). A 7 point scale (1 = strongly disagree, 7 = strongly agree) was utilized to operationalize all the concepts.

Assessment of Measurement Model

The measurement model aims to assess the reliability and validity of the constructed measures (Hair et al., 2014). The average variance extracted and composite reliability should be assessed to confirm the convergent validity. In the case of this study, the average variance extracted (AVE) values of all latent variables were between 0.619 and 0.626, which was acceptable because they were higher than 0.50, as recommended by Hair et al. (2010). Also, the results presented in table 2 show that the outer loadings of all latent variables for all of the main constructs ranged between 0.70 and 0.85, which was higher than the desired value of 0.70, as recommended by Hair et al. (2017). In addition, the composite reliabilities of the latent variables ranged between 0.890 and 0.929. These results indicate a high level of reliability of the measurement scales used in the model (Hair et al., 2010).

Table 2. Result of measurement model

Construct	Items	FL	CR	AVE
Managerial performance (Her et al.,2019)	Planning for my area of responsibility	0.720	0.929	0.620
	Coordinating my area’s activities	0.754		
	Evaluating my subordinates’ activities	0.825		
	Investigating issues in my area of responsibility	0.751		
	Supervising staff	0.843		
	Obtaining and maintaining suitable staff	0.800		
	Negotiating	0.786		
	Representing the interests of my area of responsibility	0.814		
Spatial myopia (Ridge et al., 2014:620)	Lack of awareness of work mechanisms within or outside the firm.	0.764	0.893	0.626
	Managers cannot recognize suitable competitive markets.	0.813		
	limits the set of alternative technologies considered for implementation	0.856		

	Considering investment decisions singularly rather than evaluating them as part of the firm's overall portfolio.	0.797		
	Organizations may possess mysterious options.	0.721		
Temporal myopia (Ridge et al., 2014:620)	An extreme case of inability to discern the current organization's decisions.	0.709	0.890	0.619
	Limited single-period future foresight.	0.804		
	Limits in the scope of choices alternatives through time.	0.855		
	Limits in sequential attention to goals.	0.845		
	Follows tunnel vision when looking for the future.	0.708		

Measurement of Structure

Two main criteria are used to assess a structural model: the significance of the path coefficient and R2 values. The direction of the hypothesis can be considered by the relationships between independent and dependent variables hypothesized in the structural model. The path coefficients and their value for each hypothesized association can be confirmed based on the P-Values. Values below 0.05 mention significant links between the constructs (Hair et al., 2016).

Table 3. Path coefficient of the research hypotheses

Hypo	Relationship	St. Beta	Std. Error	T-value	P-value	R ²	Conclusion
H1	(SM→ MP)	0.716	0.060	11.923	0.000	0.806	Supported
H2	(TM→ MP)	0.211	0.066	3.214	0.001		Supported
Significant P**=<0.01, P*<0.05							

The findings of the hypothesis research have been presented in Figure 2 and Table 3. The hypothesis is supported if its t-value is higher than 1.69 or significant at a p-value of 0.05. A path analysis test indicated that hypotheses H1 and H1 are supported because their P-values are at the significance level (0.00 and 0.01, respectively). That means both Temporal myopia and Spatial myopia have a positive significant relationship with managerial performance.

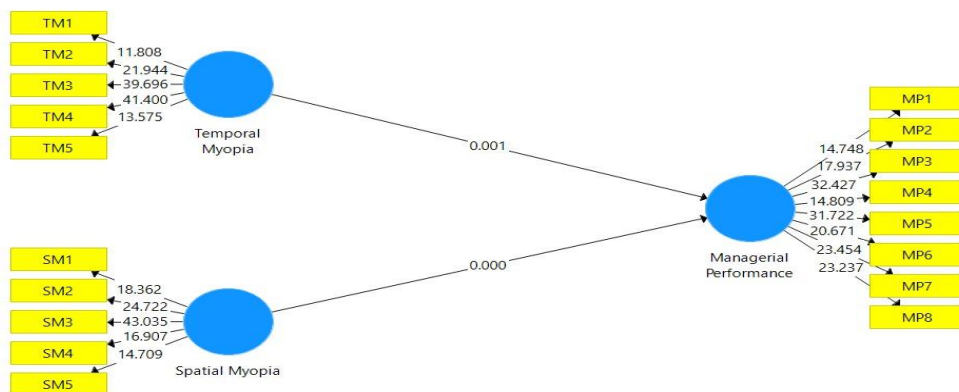


Figure 2. Hypothesis test results

Chin (1998) stated that the R-squared value has three levels: high when it is more than 0.67, moderate when it is more than 0.33, and weak if the value is lower than 0.19. The table 3 shows that R-squared of managerial performance was 0.806; therefore, it is high.

Results and Discussion

Based on the extant literature, we proposed that spatial myopia significantly influences managerial performance (H1). The results show that spatial myopia affects managerial performance, supporting H1. This finding is consistent with our investigation in the literature, which indicates that an organization that sacrifices its strategic goals at the expense of immediate goals will perform poorly (Ridge et al., 2014). From an institutional perspective, these findings affirm that The organization's neglect of strategic locations will make it absent from the industry. (Powella,2018). Cases of lack of awareness of work mechanisms reflect the extent to which the organization is far from learning. This means that it is not interested in how to develop advanced cadres. There is no doubt that one of the priorities of competition and access to the best positions is awareness. The organization is not considered successful unless it has conscious management. Also, the organization needs to have the best alternative options in the market. This is certainly not achieved with organizations that suffer from spatial myopia. Thus, such organizations take individual investment decisions without reference to the general interest of the organization. In addition to the ambiguity she suffers from, she has a spot of light on which to build weak and useless decisions. Therefore, the organization needs an amount of knowledge, that makes it capable of analyzing and discovering the best strategic centers. (Gonzalez and Martins, 2014).

Similarly, H2, which proposed that temporal myopia significantly influences managerial performance, was also supported. As expected, temporal myopia makes the performance short-term and not tied to time (Sato, 2015). The future needs planning, planning needs a time horizon. There is no doubt that these are key elements for the success of any performance. But the matter is becoming more important concerning managerial performance. Managerial performance requires the timing in which it is implemented. Without these timings, performance becomes haphazard, and the organization remains adrift. Therefore, such organizations cannot produce correct decisions. As usual, decisions are accompanied by good study and scrutiny. An organization that is not good at planning for the future certainly cannot make a successful decision. Organizations must focus on improving their internal abilities (Saadat, 2016).

Conclusion

Since managerial performance is an important element in assessing the reality of the organization at various organizational levels. We note the great importance of researchers in exploring the nature of managerial performance. Therefore, it is necessary to identify some of the elements that pose a threat to the proper performance. On the other hand, sustainable organizations are distinguished by the success of their managerial performance, and sustainability is considered the pride of organizations with successful performance. This article aims to address this gap by investigating and understanding the effect of spatial myopia and temporal myopia on managerial performance. The results of the study found that there is a statistically significant effect of both spatial myopia and temporal myopia on managerial performance. The results of this study discovered that all paragraphs of temporal myopia and spatial myopia have a significant impact on managerial performance in the organization.

Recommendation and Future Direction

One of the most important resources for benefiting from any study is the generalization of its results in wide organizational areas. This is what can be seen in the current study. Because it was conducted in an organization that has many employees from different Arab and Asian countries. Therefore, what the study recommends is the importance of informing similar companies of the importance of managerial performance and studying the causes that undermine performance, primarily temporal and spatial short-sightedness. According to the researcher's information, studies in this field are very rare, especially at the local level. Therefore, managers must take into account the reality of these two elements (temporal myopia and spatial myopia) and study their causes and results and their impact on the organization. Leaders of organizations should not be satisfied with identifying these two elements but must search for the reasons that lead to their emergence. As it is known that an early response to any phenomenon will kill it in its infancy.

The future research directions are very rich. Researchers can build a more complex model to measure the role of myopic components in managerial performance. This is done through intermediate variables, such as role ambiguity. Management that suffers from myopia will be incapable of clarifying the roles of its workers because of not exploring its surroundings properly. Thus assigning unclear roles to its workers. Interactive variables such as organizational context. The organizational context plays a crucial role in poor managerial performance if the organization suffers from myopia. It is an expression of the positions taken by management based on changes and events. Also, researchers can study hyperopia in organizations working in a better environment, such as European organizations. Using (Google form) techniques, extracting the results and comparing them with the results of this research, to obtain comparative studies or an expansionary study. They show the different applications of management and benefit from the visions and ideas developed by successful organizations.

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