

The role of knowledge workers to create internal value through Workplace Innovation Applied study of the opinions of the senior university leaders at Al-Furat Al-Awsat Technical University

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Abstract - This study confirmed the relationship between knowledge workers through its six dimensions (rewards and compensations / retention of knowledge workers, motivation, human resources management strategies, performance management, productivity) and the impact of these dimensions on the creation of value in its three dimensions (creating value based on knowledge, creating market-based value, creating value based on the network) through the creative work behavior of its three dimensions (generating the idea, promoting the idea, applying the idea) at the Middle Euphrates University in Najaf province. The resolution was distributed to (60) leaders. After analyzing the data for the answers of the research sample, testing hypotheses using a number of statistical indicators and with the help of the statistical program (SMART PLS) was validated the hypothesis from which the research was launched, and a set of conclusions and recommendations was developed, where the researcher noted that there is a moral link Among the variables of the six knowledge workers and the creation of the internal value of the university to varying degrees. Globalization and technological progress in the past decade have generated a new dawn for organizations to use their capabilities and generate new ideas that are put on the ground, the results showing a strong, direct and positive interaction between the independent and the dependent variable.

Keywords: Knowledge workers, creating inner value, creative work behavior

1- INTRODUCTION

Innovation has become the biggest challenge for the sustainable growth of organizations every day comes with new technology, and more improved actions this must lead the foundation of fierce competition within companies in this scenario, there is a need for continuous improvement in current procedures and human resources processes The presence of knowledge workers includes various industries and professions such as law, accounting, academia, healthcare and information technology in an economy led by innovation, requires knowledge workers to do innovative work in other words, in order for organizations to succeed, needs It is up to knowledge workers to achieve more innovation that helps describe the behaviors of workers, as this concept is very important in the business environment.

This study analyzes how knowledge workers adopted by creative people enable them to generate value for themselves when collaborating with their clients. While literature focuses on creating value for its clients' organizations, little is known about how knowledge workers create internal value, although this is necessary to ensure their long-term survival and maintain their key role in facilitating the system of creativity. For employees and collaborators, as well as understanding and shaping the knowledge base of the ecosystem, knowledge workers who possess creativity generate an internal value for organizations.

In the knowledge economy, knowledge workers are an important source of sustainable competitive advantage for organizations working as important organizational assets, organizations must find effective ways to motivate knowledge workers to generate and transfer knowledge and achieve higher levels of creativity, despite interest The latter by identifying the types of social arrangements that promote knowledge generation, transmission and sharing, systematic research that stimulates employees to follow creative behavior is rare and not adequately addressed by creative, convinced and committed staff to the ability to influence positively on organizational performance. Despite the vast legacy of research on the motives of the work of the automated and industrial era, literature lacks consensus on the effective motivation of knowledge workers in the knowledge economy that has largely replaced industrialization and with the advent of technology and increasing globalization, has been redefined Knowledge workers because the knowledge economy is more dependent on intellectual efficiency than physical work or natural resources face the increasing competitive pressure of innovation and the rapid spread of products.

In light of the overall framework of the problem presented, this research seeks to achieve a number of objectives, the most important of which are:

Highlighting the role of knowledge workers in creating internal value

- Determine the level of understanding and understanding of university administrations of the importance and role of the knowledge factor through its ownership of creative work behavior

- Develop a regulatory framework that implements intellectual property rights to include cultural aspects such as cooperation, labour relations, learning culture, commitment to social welfare, and universities should carry out basic research as well as train knowledge workers to generate new knowledge that helps create value.

The research is important in the light of its handling of one of the important topics represented by knowledge workers in a vital sector represented by the university, which includes valuable knowledge assets that help create value within the university where the researcher addressed the importance of his research in two aspects:

- The first aspect is theoretical (intellectual) which includes the theoretical or intellectual study of knowledge workers and their ownership of creative behaviors to create the internal value of their universities and the nature of the relationship between them.
- The second aspect: practical (practical) which is reflected in the researcher's attempt to provide service to the university under study by identifying the relationship and impact between the variable workers of knowledge and the behavior of creativity and the creation of value for the purpose of benefiting from the positive impact in the practical reality of the university.

2. LITERATURE REVIEW

2.1 knowledge workers

Since Drucker, 1979 coined the term 'knowledge workers', regulators, researchers and theorists have become increasingly interested in the growing number of 'knowledge workers' and there is a growing realization that organizational knowledge represents the company's 'intellectual capital' and a source of current profits each. In fact, Drucker went on to suggest that the company's ability to recognize and manage regulatory knowledge will be the single most important factor in corporate survival.

Despite this widespread and growing recognition, so far there is little unanimity on what constitutes exactly the 'work of knowledge' making it difficult if not impossible to achieve Drucker's survival conditions by reviewing these definitions and pointing to what we believe to be critical weaknesses. We will suggest that some tariffs are very limited while others turn our attention in the wrong direction. Knowledge work as a discretionary organizational behavior we believe that this new definition has significant implications for the management of human resources in organizations.

We suggest that defining cognitive work as a discretionary activity refocuses on the management of individuals in organizations. This, instead of 'knowledge management', will be our focus on managing real knowledge owners and organizations will succeed in this task to the extent that employees are able to participate in cognitive work, and stimulate participation in cognitive work, by identifying and changing regulatory conditions that enhance the ability of The employee, motivation, and opportunity that we can truly participate in 'knowledge management', suggest that the most confusing effects of the new knowledge economy is to increase the focus on human resources practices in organizations thus developing a real understanding of cognitive work and its impact on the new economy. (Barling, 2000, p5).

There are at least three objective definitions of knowledge workers, first, cognitive work has been defined as a profession. Secondly, cognitive work is described as an individual property. Finally, cognitive work was defined as an individual activity. Each of these definitions is reviewed below.

Definition I: Cognitive work as a profession first, in terms of a limited list of professions that usually include professional and IT-related occupations or high-tech industries that they are 'high-level employees applying theoretical and analytical knowledge, acquired through formal education

Definition II: Cognitive work as an individual characteristic by defining knowledge workers in terms of individual characteristics versus the characteristics of the job in terms of what they contribute to the organization as a result of their personal characteristics such as creativity and innovation and those who create assets with intangible added value.

Definition III: Cognitive work as an individual activity has been developed a final definition strategy that is still emerging to define cognitive work in terms of the balance of 'thinking' and 'doing' activities. For example, Drucker defines cognitive work as encompassing those jobs where job-holders work more with their heads than with their own hands. In this approach, they use intellectual abilities to create value for organizations

That knowledge work is not a class, it is a continuum in which work may vary and therefore, all employees may be employed in the field of knowledge although the extent and nature of the use of knowledge may vary greatly within and across organizations. (Barling, 2000) the term cognitive work is often used to characterize the transition from routine operating tasks to the most diverse and complex work (Alexander, 2014)

2.2 innovative work behavior

Change is a prominent feature of organizational, civic and personal life due to increasingly dynamic environments, organizations constantly face the need to implement changes in strategy, structure, processes, and culture change can work as a means of dealing with many Important challenges faced by organizations such as those associated with 'politics, governance, rule of law, philosophy, information distribution, rights and resources; challenges of efficiency, effectiveness, quality and competition; challenges related to shared values, understanding and cooperation' and thus became Creative business practices and effective implementation practices are of increasing interest to many organizations. (Lines, 2011:204).

Despite their importance in regulatory literature, there is still no universally accepted definition of innovation. Ambiguity in the meaning of innovation arose from the existence of many definitions in the literature, from a very specific definition to a very broad West, and innovation was defined as deliberate input and application (within an individual, group or organization) of new ideas, processes, products or procedures on the adoption unit. Relevant, designed to bring great benefit to the individual, group, organization or wider community. Innovation is a social process in the sense that there is an interaction between those who innovate and those who are influenced by innovation; Oriented towards the generation, application and implementation of new ideas, products, processes and methods for its placement of a career, administrative unit, or organization. Examples of this behavior include the search for new techniques, and the recommendation of new strategies to achieve goals, apply new business methods, buy support and resources to implement new ideas. (Woods. etal,2017), (Jansen 2000) defined IWB as intentional creation, introducing and applying new ideas within a role, working group or organization, in order to take advantage of the performance of roles, group or organization. Jansen further suggested that The IWB may consist of generating ideas, promoting the idea and applying the idea. Furthermore, IWBs are not expected of employees in their official role as employees, nor do they constitute an explicit contract between employees and the organization these behaviors are purely discretionary behaviors, called additional role behaviors, and are not officially recognized by regulatory reward systems however, they are likely to benefit Employees who engage in such behaviors of organization, group or even individual employees to perform their duties more effectively in other words, if employees fail to participate in creative work behaviors, they may not violate the explicit contract with the organization and, therefore, may not suffer from No harmful consequences. (Ramamoorthy, 2005).

That innovation is a multi-stage process because it describes individual work behaviors specifically one of the most important dimensions of innovation behavior is (a) generating ideas and activating innovation engines; (b) building alliance and gaining the power to turn the idea into reality; (c) producing the idea and innovation, and turning the idea into a model- A product, plan or prototype that can be implemented; (d) transfer or publication, (Kheng, etla,2013).

Definition of knowledge workers as follows: 'People whose work is primarily intellectual and non-routine, involves the use and creation of knowledge'. Based on this definition, a wide range of professions can be classified as knowledge-intensive, including lawyers, consultants, IT designers/software, advertising managers, accountants, scientists, engineers and architects. One of the characteristics of knowledge workers can be observed in their ability to determine the value of knowledge that can then be used to improve productivity, the unique nature of knowledge as described in which they claim that the cognitive factor is a different type of employee, characterized by the payment of not creating, producing, producing, producing, producing, producing, producing, producing/ or servicing concrete, but collecting information that is unique and what they describe. Generate profitability of the project, develop, process and apply."

2.3 create the internal value

By leveraging the knowledge of employees as well as understanding and shaping the knowledge base of the ecosystem of creativity, the creation of value has long been emphasized in the commercial literature as the main objective of organizations. Some authors say that the organization must create a valuable place for its owners, while others insist that the certificate should be created not only for people with shares, but also for all stakeholders. While some management researchers insist that value must be created for all stakeholders because this is the right thing to do, others insist that the only ethical obligation of an organization is to make a profit. However, there is a noticeable lack of discussion of the main concept, value, itself;

For more than two thousand years, philosophers and economists have studied various meanings of value, for example, the study of values held by an individual or group of individuals, such as society. They deal with the principles or values that must guide human behavior as many researchers in management have studied the importance of values and the role they play in the life of an organization, however, includes any kind of good service, service, or work that meets the need or provides benefit, which may be tangible or Intangible, including those that contribute positively to quality of life, knowledge, status, safety, physical and financial security, as well as provision of nutrition, shelter, transportation, income, etc. In other words, financial and non-financial values can be studied to create value for a particular industry or functional area; This may be useful for a larger group of managers and researchers, while at the same time serving as a starting framework for specialists and more at the core (Haksever,etal, 2016

) definitions and discussions about the nature of value abound in strategic and organizational literature. A widely used example of a resource-based company's point of view, which determines value as follows: resources are valuable when a company can visualize or implement strategies that improve its efficiency or effectiveness or when opportunities are exploited and/or neutralize threats in the company's environment based on 'economic value-value' and 'cost-cost' 'economic' frameworks, a resource-based perspective focuses primarily on how companies are able to generate rents and profits. Companies are able to achieve this. In this traditional (new) economic outlook, value is assumed to be an objective feature of resources, and is seen as an input variable to be considered rather than one that needs to be interpreted (Kraaijenbrink, 2012) , Value is the way in which the actions of the individual representative of meaning, for the actor himself, by integrating it into a larger social society is the way in which people represent the importance of their actions themselves. By representing this importance, they have proof of their work. However, the value does not stem from individuals isolated from the rest of society. Any procedure or process, only worthwhile ... By integrating them into a larger work system, values are desirable final situations that affect choices or actions when we talk about values... We are talking about practices, procedures, relationships, the evaluation process. The idea of values refers to what people hold, appreciation, or pride. The value system refers to a ethical framework based on a set of values that can identify values as central desires or beliefs with regard to final situations or desired behaviors that go beyond certain situations, guide choice and evaluate our decisions, and thus our actions, become an integral part of Our way of working and shaping us to the point of shaping our personality (Argandoña, 2003:16) one common explanation that can be found in each is that values stem from human actions aimed at self-realization and self-transcendence. An example of how to build this idea can be found to create value. (Kraaijenbrink, 2012).

3. THE THIRD TOPIC / THE PRACTICAL SIDE OF RESEARCH

3.1 Description of research variables and analysis of results

The level of the variables and paragraphs of the research will be determined and their significance explained after tabulating the responses of the respondents sample to the approved questionnaire paragraphs for statistical treatment, through the use of the arithmetic mean and the standard deviation, since each dimension gets an arithmetic mean (3) and more is Acceptable. As Table (1) shows the results of the normal distribution and the statistical description

Table (1) Normal Distribution and Descriptive Statistics of Knowledge Workers Variables

S	Coding	Normal Distribution		Statistical Description	
		skewness	Kurtosis	mean	Standard Deviation
1	I1	-.920	.395	3.7167	.82527
2	I2	-.656	-.481	3.5667	.88999
3	I5	.016	.276	4.0500	.56524
1	I6	.188	.125	4.0833	.49717
2	I7	-.862	.874	3.7667	.74485
3	I10	-1.197	1.468	3.8833	.80447
1	I11	-.155	1.260	3.9667	.44973
2	I12	-.731	.090	3.6167	.78312
3	I15	-1.077	.651	3.4667	.94719
1	I16	-1.132	1.186	3.7333	.73338
2	I17	-1.510	1.164	3.7667	.96316
3	I20	-1.141	.630	3.6333	.73569
1	I16	-.889	-.060	3.5167	.99986
2	I17	-1.015	.400	3.4500	1.01556
3	I20	-.855	.256	3.7000	.82954
1	I17	-1.434	1.564	3.8500	.89868
2	I20	-.912	-.038	3.4833	1.12734
3	I17	-1.242	1.747	3.8667	.79119

Table (2) Statistical description of dimensions of knowledge workers

S	Independent dimensions	Mean	Standard Deviation	percentage	Dimensional arrangement
1	Reward and compensation	3.777	0.760	0.7554	2
2	Retaining knowledge workers	3.911	0.682	0.7822	1
3	Productivity	3.683	0.726	0.7366	5
4	Performance Management	3.711	0.810	0.7422	4
5	Stimulus	3.555	0.948	0.711	6
6	Human resource management strategies	3.733	0.939	0.7466	3
7	Total knowledge workers	3.728	0.810	0.7456	

Table (1) shows that all the values of flattening and twisting are close to (0). Therefore, the data of the knowledge workers variable is distributed naturally. The saturation ratios of the global analysis of all paragraphs are greater than (50%). On this basis, the paragraphs are consistent with respect to this variable. The stability values for each sub-variable of the knowledge workers variable achieved greater than (68%), which made the scale described as stability.

Table (2) also shows that the mean, standard deviation, and percentage respectively recorded high values as a result of their achievement (0.74,0.81,3.72), and this indicates that the researched sample possesses workers with a good level, and at the level of sub-dimensions of the same variable, the researched sample has achieved with respect to a dimension The rewards and compensation are in the arithmetic mean (3.77), the standard deviation (0.76), the percentage weight (75%), and the dimension order came in the rank of (2) .It was also achieved after retaining the workers of knowledge among the arithmetic mean (3.91), with the standard deviation (0.68), and the percentage weight (78%), and the dimension order came in the rank (1) .After the productivity level, he achieved an arithmetic mean (3.68), with a standard deviation (0.72), and a hundred weight We (73%), and the dimension ranking ranked (5). Whereas, after performing performance, he achieved an arithmetic mean (3.71), with a standard deviation (0.81), and a percentage weight (74%), and the dimension order came in the rank (4). At the level of after motivation, he achieved an arithmetic mean (3.55), with a standard deviation (0.94), a percentage weight (71%), and the dimension order came in the rank (6) and last. , And weight percentile (74%), and the dimension ranking is ranked (3).

Table (3) The normal distribution and descriptive statistics for the creative work behavior paragraphs

S	Coding	Normal Distribution		Statistical Description	
		skewness	Kurtosis	mean	Standard Deviation
1	I1	-1.189	1.095	3.6167	.97584
2	I2	-.730	.302	3.8167	.83345
3	I3	-1.308	1.750	3.6833	.81286
4	I4	-.876	-.046	3.5833	.80867
5	I5	-.927	1.472	3.9000	.72952
6	I6	-1.573	1.122	3.6167	.90370
7	I7	-.925	.401	3.6333	.99092
8	I8	-.999	.199	3.5167	1.11221
9	I9	-.437	-.624	3.6000	.92425

Table (3) shows that all the values of flattening and twisting are approaching (0) so the data of the creative work behavior variable is distributed naturally, and the percentage of saturation of the global analysis for all paragraphs is greater than (50%) and on this basis, the paragraphs are consistent with respect to this variable, The stability values of all the items for the creative work behavior variable were greater than (68%), which made the scale described as

stability. At the level of the arithmetic mean for the paragraphs of this variable, it has achieved an acceptable arithmetic mean, as it exceeds the hypothetical mean.

Table (4) Normal Distribution Descriptive Statistics of Internal Value Creation Variables

S	Coding	Normal Distribution		Statistical Description	
		skewness	Kurtosis	mean	Standard Deviation
1	I1	-.967	.338	3.6000	1.04476
2	I2	-1.203	1.362	3.6667	.91442
3	I3	-1.691	1.861	3.9500	.74618
1	I4	-1.057	.978	3.7167	.73857
2	I5	-.675	.656	3.7333	.88042
3	I6	-1.046	.518	3.7333	.84104
1	I7	-1.009	.885	3.7000	.96199
2	I8	-1.469	1.334	3.9000	.72952
3	I9	-.817	.755	3.8667	.79119

Table (5) Statistical description of the dimensions of creating the internal value

S	Independent dimensions	Mean	Standard Deviation	percentage	Dimensional arrangement
1	Creating knowledge-based inner value	3.738	0.901	0.7476	2
2	Create internal market value	3.727	0.820	0.7454	3
3	Create an internal value based on the network	3.822	0.827	0.7644	1
4	Total internal value creation	3.762	0.849	0.7524	

Table (4) shows that all the values of flattening and twisting are approaching (0), so the data of the internal value creation variable is distributed naturally, and the saturation ratios of the global analysis of all paragraphs are greater than (50%). On this basis, the paragraphs are consistent with respect to this variable, Also, the stability values for each sub-variable of the internal value creation variable were greater than (68%), which made the scale described as stability.

Table (5) also shows that the mean, standard deviation, and percentage percentage respectively recorded high values as a result of their achievement (0.75,0.84,3.76) and this indicates that the researched sample is able to create an internal value at a good level, and at the level of sub-dimensions of the variable itself, the sample has achieved Regarding the dimension of creating an internal value based on knowledge in the arithmetic mean (3.73), standard deviation (0.90), and weight percentile (74%), the dimension order came in the rank of (2) .Also achieved after creating an internal value based on the market among the arithmetic (3.72), With a standard deviation (0.82), percentage weight (74%), and the dimension order came in the order of (3) .And on the level after creating an alum based internal value He achieved an arithmetic mean (3.82), with a standard deviation (0.82), and a percentage weight (76%), and the dimension order came in the rank (1).

3.2 Factorial analysis of the research paragraphs

The SMART PLS program was relied upon to calculate the saturation coefficient, which determines the consistency of the sample responses to the questionnaire paragraphs, and the factor is accepted or rejected based on the ratio of (P-value) which is supposed to be less than (0.05) and when the ratio is greater than this The ratio will reject the factor and be removed later from the analysis.

1. The global analysis of the paragraphs of the dimensions of knowledge workers: According to Figure (2), which shows the results of the empirical factor analysis of saturation and moral levels of the paragraphs of the dimensions of knowledge workers, which consists of six dimensions which are (rewards and compensation, retention of knowledge workers, productivity, performance management, motivation Human resource management strategy).

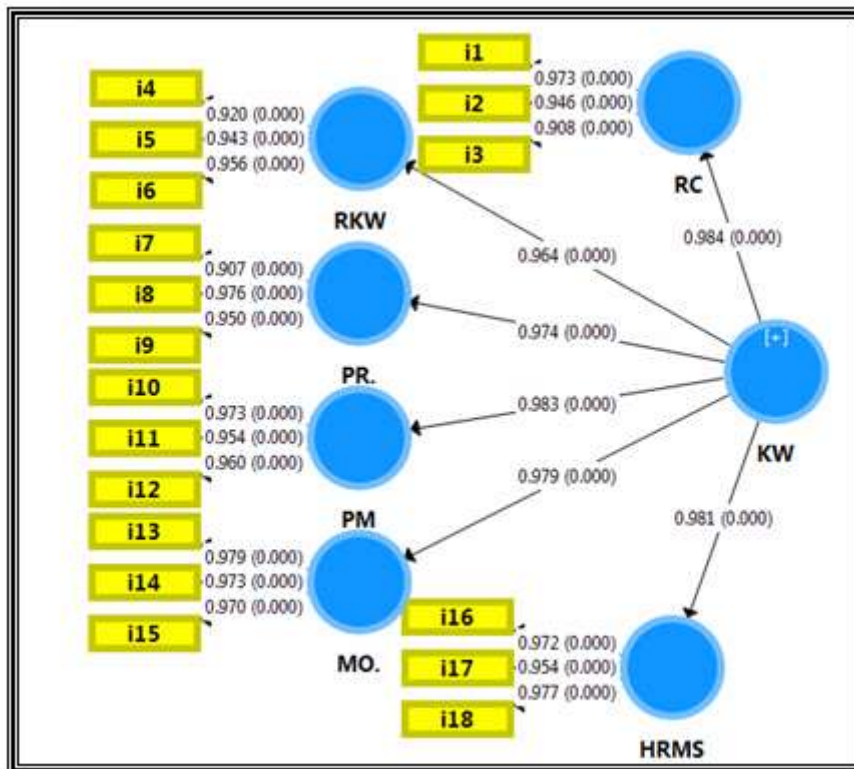
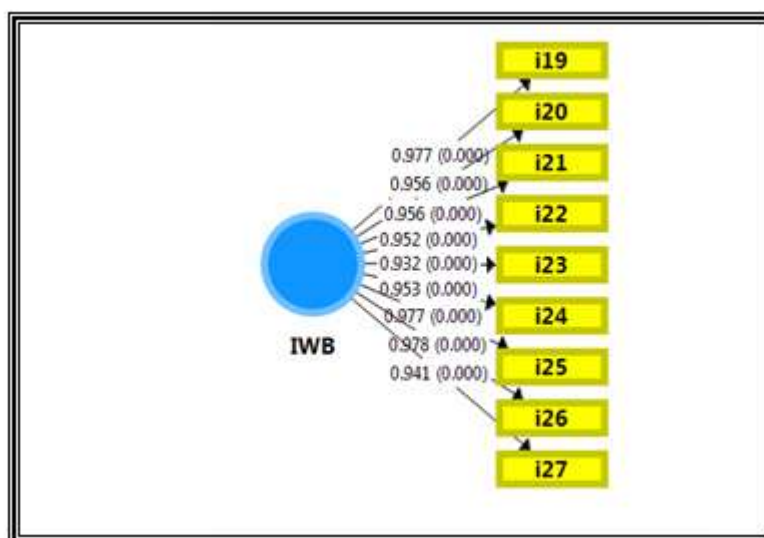


Figure (1): Saturation Ratios for Knowledge Workers Paragraphs

According to Figure (1), which shows that the paragraphs of expelling knowledge workers represented in (rewards and compensation, retention of knowledge workers, productivity, performance management, motivation, human resource management strategy) all achieved acceptable saturation ratios based on (P-value) ratios that achieved ratios Less than (0.05).

- Factorial analysis of the paragraphs of cognitive work behavior according to Figure (3), which shows the results of the empirical factor analysis of saturation and moral levels of the paragraphs of cognitive work behavior that consists of (9) paragraphs.



According to Figure (2), which shows that all cognitive work behavior items achieved satisfactory saturation ratios based on (P-value) ratios that achieved ratios less than (0.05), and this indicates that there is consistency for the sample responses to the questionnaire paragraphs.

3. The global analysis of the paragraphs of creating the internal value: according to Figure (4), which shows the results of the empirical factor analysis of saturation and moral levels of the paragraphs of the dimensions of knowledge workers, which consists of three dimensions which are (internal value based on knowledge, internal value based on the market, value Internal based on relationships (network)).

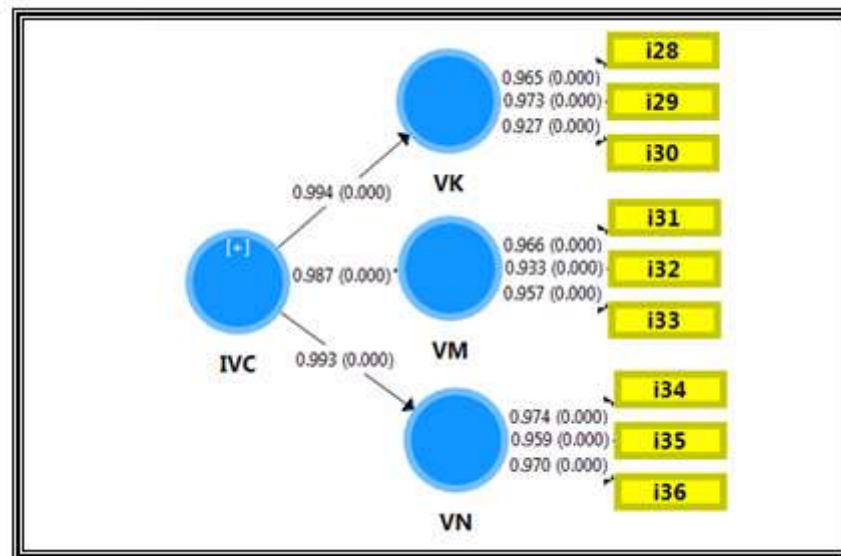


Figure (3) Saturation Ratios Create an Internal Value

According to Figure (3), which shows that the paragraphs of the dimensions of creating an internal value represented by (an internal value based on knowledge, an internal value based on the market, an internal value based on relationships) all achieved acceptable saturation ratios based on (P-value) ratios that achieved ratios Less than (0.05).

3.3 Test hypotheses of influence relationships for research variables:

Simple regression analysis was used in tests for identifying the effect of (knowledge workers) on (creating internal value) through (creative work behavior), and a (Beta) coefficient was used to find out the expected change of the independent variable (knowledge workers) in the variable The function (creating an internal value) through the change that occurs in (creative work behavior), and the researcher has adopted a level of significance (0.05 (to judge the extent of the influence of influence relationships, as the level of calculated significance has been compared with the level of approved significance (0.05) and the effect is significant) Moral if the calculated level of morale is smaller than the level of morality imposed The researcher and vice versa: Three hypotheses have been developed to test the relationship between research variables, as follows:

The first hypothesis: The benefit of this hypothesis is that there is a positive relationship of statistical significance for knowledge workers in the creative work behavior. Figure (5) shows the results of the effect (Beta), and table (8) the results of the test of influence relationships.

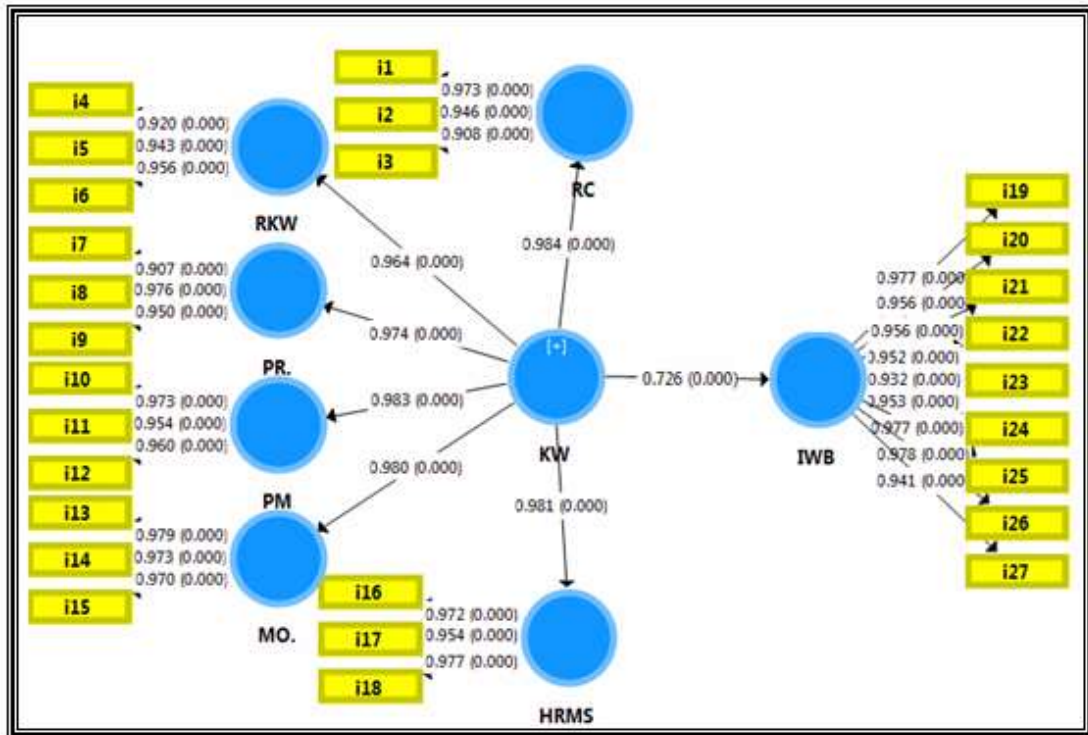


Figure (4) results of the influence of cognitive workers on creative work behavior

Table (6) Effectiveness Relationships for Knowledge Workers in Creative Work Behavior

The independent variable	the median variable	effect factor β	T value	significance level
Knowledge workers	creative business behavior	0.73	3.968	0.0000

It is clear from the form of (5) and table (6) that knowledge workers affect the behavior of creative work by (73%), and the calculated value of (t) reached (3.968), which is greater than the tabular value of (1.96), while the level of significance (0,000) is less than (0.05), and based on these results, this hypothesis is accepted.

The second hypothesis: The benefit of this hypothesis is that there is a positive relationship of statistical significance for the behavior of creative work in creating an internal value. Figure (5) shows the results of the effect (Beta), and table (7) the results of the test of the effect relationships.

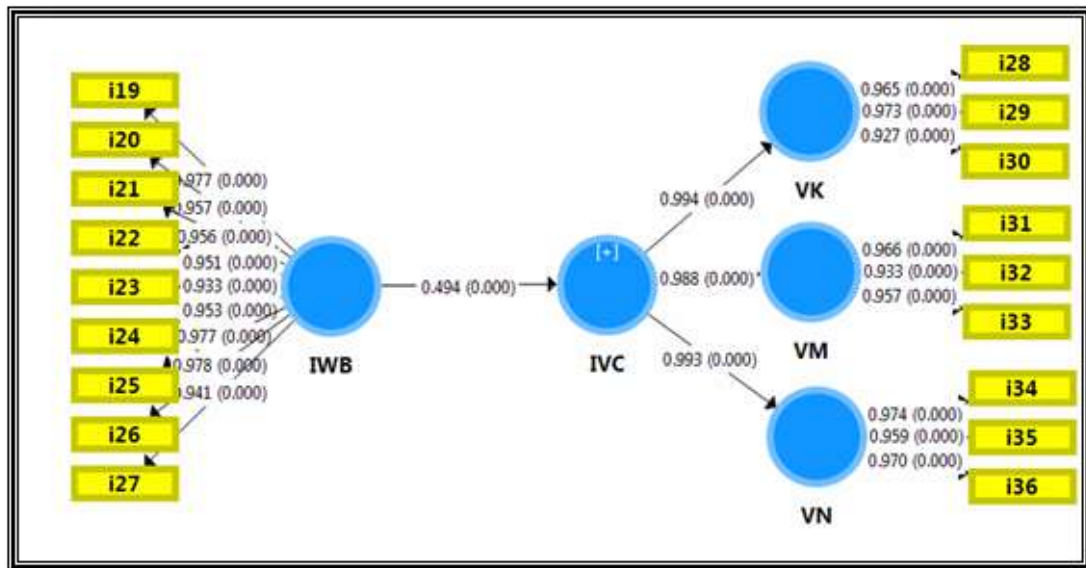


Figure (5) results of influencing creative work behavior in creating internal value

Table (7) Effect relationship relationships of creative work behavior in creating internal value

The independent variable	dependent variable	effect factor β	T value	significance level
Creative work behavior	Create internal value	0.49	2.702	0.0000

It is clear from the figure (5) and table (7) that the creative work behavior affects creating an internal value with (49%) a positive impact, as the calculated value (t) reached (2.702) which is greater than the tabular value of (1.96) as for the level of significance (0.000) is less than (0.05), and according to these results this hypothesis is accepted.

The Third hypothesis: The benefit of this hypothesis is that there is a positive relationship of statistical significance for knowledge workers in creating internal value through creative work behavior. Figure (6) shows the results of the effect (Beta), the results of the test of influence relationships.

It is evident from Figure (6) that knowledge workers influence the creation of an internal value at a rate of (29%) positive effect at the level of significance (0.044), which represents a direct impact, while the indirect effect achieved the effect of knowledge workers on creative work behavior by (71%), which It is a positive impact at the level of the significance (0.000) as the behavior of the creative work affects the creation of an internal value at the rate of (49%) at the level of significance (0.000), and according to these results it is clear that the indirect effect is more influential than the direct impact and within the limits of the acceptable level of morale and on According to these results, this hypothesis is accepted.

CONCLUSIONS

The research reached several conclusions, the most important of which are:

- 1- Verify hypotheses and that there is a moral relationship between knowledge workers and creative work behavior to create value for the university in the research sample, where the variables were characterized by consistency
- 2- Knowledge management workers have a strong role in influencing the creation of value within the research sample through creative work
- 3- There must be trained cadres able to adopt the concept with an emphasis on retaining the knowledge factor because individuals have become a tangible resource
- 4 - Such studies are related to university leaders, which are characterized by their behavioral nature, which may differ from one university to another, depending on the employees' behaviors and desires.

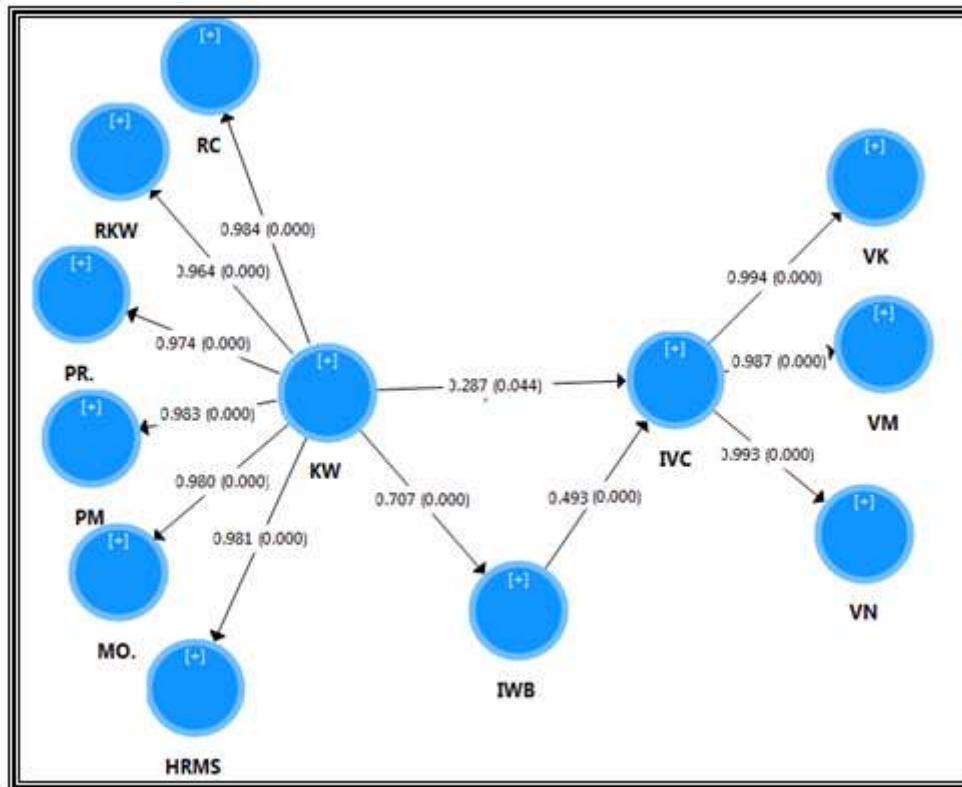


Figure (6) results of the influence of knowledge workers in creating internal value through creative work behavior

RECOMMENDATIONS

The researchers adopted several recommendations:

- 1- The universities of the research sample should pay attention to this dialectical correlation between knowledge workers and the creation of value, after previous statistical analyzes demonstrated a significant relationship
- 2- Universities should strive to develop new knowledge and the ability to acquire it in order to create value within the university
- 2- Making the working individuals adhere to the creativity behaviors towards developing their expertise and knowledge
- 4- Researchers should be prepared to continue scientific efforts in this direction to support all future directions to retain knowledge workers and their ability to create value within their workplace.

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