Establishing Effective Knowledge Behavior Strategy Model: An Case Study At Hillah Teaching Hospital / Babil Province

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Establishing a comprehensive strategy for effective knowledge behavior through knowledge development, evaluation and improvement of performance is an important, which provides the organization depth and an important role in society, The research was conducted at the Study Center of Hillah Teaching Hospital on a sample of individuals administrative and technical staff , This study determines the lack of a comprehensive strategy in Establishing a model for effective knowledge behavior in an effective scientific, The research is based on a case study and direct interviews and using the Statistical Package for the Social Sciences (SPSS). The results showed that an availability of requirements for knowledge development and knowledge evaluation at the Hospital, but; lack of moral support at the hospital for providing training for staff on computer skills and software, Rather than The research focus on creating new units that should keep pace with environmental changes of knowledge performance.

Key words: *Knowledge Behavior, effective behavior strategy Performance Improvement, Knowledge Development, Knowledge evaluation, performance improvement.*

Introduction

Success in the areas of Establishing an effective knowledge behavior strategy is a central concept for businesses in general, and the organizations always work to develop the employees work behavior in order to achieve a Organizations goals advantage (Afsar & Badir, 2017), so: the most effective knowledge to the establishing Effective Knowledge in the organization, can assist users that create to expanding the knowledge process (Hislop, 2013), It is based on applying policies and effective evaluation system in place to ensure reliable knowledge procedures and knowledge development. The Authors in this research are trying to clarify an academic and practical Effective knowledge behavior strategy has gained prominence a long time ago. Behavior measurements have been used to influence individual behavior and later a strategy to help directors define a good behavior is carried out. Additionally, it is a means to provide goals of a strategic reach within the knowledge of organization's management. Effective knowledge behavior strategy centers on behavioral evaluation processes, which are the cornerstone in the strategy, High or low behavior indicates success or failure of the organization. Furthermore, the importance of an effective knowledge behavior strategy appears when making comparisons between organizations to pass judgment on strategies and structures and achieving goals of the results obtained by the organization. this importance, researchers identified several targets performance seeks to achieve: (*Salem 2006, 22):*

1. Enabling senior management to obtain a clear picture for a comprehensive evaluation review.
2. Rational use of available resources to maximize returns against lowest costs and good quality.
3. A comprehensive evaluation of the national economy based on evaluation results of each project.
4. Identifying defects and weaknesses in organization activities and addressing them by developing appropriate solutions after analyzing their causes.

Problem of the Research

Based on researchers' frequent visits to the Hillah Teaching Center Studies Center, the organization under consideration, the researchers found that there is a need for**:-**

1. A holistic role to build a strategy for an effective model of knowledge behavior and prompt administrative and technical leaders of the organization to develop it in an effective academic manner, based on structural and knowledge changes taking place in businesses of organizations?

2. There is a gap in the existing knowledge development in keeping pace with changes in work environment and developments in effective knowledge behavior strategies, in a manner that enables the organization to use new knowledge tools.

3. Lack of many institutions to knowledge evaluation which can be developed by indulging in knowledge activities that increase their effectiveness and developmental role in the intellectual capital accumulation process.

4. Lack of knowledge performance improvement despite the many changes in laws and legislation that regulate the work of organizations and infrastructure.

Research Objectives

This research aims at:

1. Analyzing the basic infrastructure required to create and develop a strategy for effective model of knowledge behavior in order to apply this strategy on the ground using a number of indicators related to knowledge development, knowledge evaluation, and knowledge performance improvement, which will be adopted by researchers.

2. conducting inductive approach to examine prospects of knowledge development in a manner that is consistent with the holistic role undertaken by the organization in building a comprehensive strategy for effective knowledge behavior and its development in workplace

3. Enhancing the contributive role of this strategy in society by increasing the level of knowledge awareness, especially among administrative and technical leaders of the organization.

Literature Review
Effective Knowledge Behavior

The effective knowledge behavior is an essential concept for business organizations in general. Though researches have denoted much to knowledge behavior, but they haven't agreed on a specific definition to the concept nor to its criteria (i.e. knowledge development, knowledge evaluation, and knowledge performance improvement) used for measurement. Knowledge behavior is a reflection of the behavior of those working in the organization. Therefore, behavior serves as an evaluation to the organization, using efficiency and effectiveness or any other social factor. Consequently, it is probable that an organization's behavior can be high sometimes and low in another time, depending on the viewpoint of the evaluator and his way of evaluation *(Al-Douri, 2000: 23)*

Janger believes that effective knowledge behavior is a problem that discusses behavioral production in a realistic perspectivewhile Pollitt defines behavior as "the ability to manage behavior of individuals based on efficiency, effectiveness and economy criteria, considering that these criteria are difficult to put together" (*Partridge & Perren, 1997: 163*). Daft, on the

other hand, sees that effective knowledge behavior is "the organization's ability to use available resources in efficient and effective ways) (*Daft, 2010: 12*)
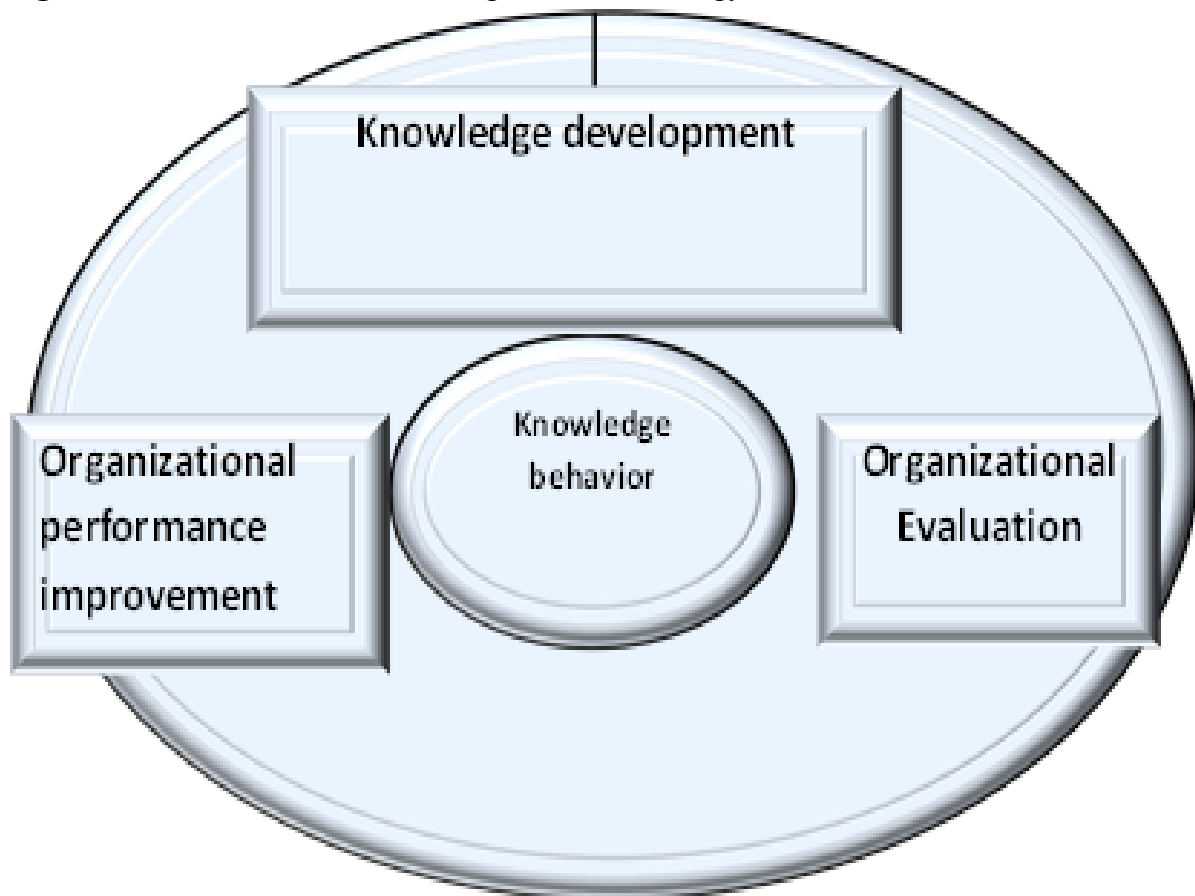
Effective Knowledge Behavior Strategy

Researchers differ in defining the concept of an effective knowledge behavior strategy due to its overlap with the concept of the organization strategy; so, a number of definitions have been given including "it is the results achieved organization's policies interactions shown in maintaining good knowledge results (*Hilal, 2004: 103*). Researchers Barnetle & Byrnelment identified two perspectives to define an effective knowledge behavior strategy. The first is concerned with economic aspects and knowledge performance improvement, focusing on external market factors. The second is tackles knowledge aspects that are based on social and behavioral methods and their suitability for the knowledge environment (*Barnetle & Byrnelment, 2006: 55*). Effective knowledge behavior strategy is defined as "those desirable outcomes that an organization seeks to achieve" (*Wright, et al, 1998: 259*). It was also defined as "a reflection of the way in which the organization uses its human and material resources in such a way that it is able to improve its performance and achieve its knowledge goals" (*Miller & Bromiley 2000: 557*). Another definition for the effective knowledge behavior strategy is "the results achieved from the overall interaction organization's activities knowledge to its knowledge resources; and it represents the potential of an organization to recruit good people and maintain good results (Schermerhor et al, 2000: 26).

Effective knowledge behavior strategy is "the main indicator in using available human, material and informational knowledge resources in a manner that maximizes returns and meeting the needs and desires of employees and raising their morale (*Shamaa and Hammoud, 2000: 210*). By reviewing the previous definitions, knowledge behavior strategy can be defined as "the organization's ability to efficiently use resources of knowledge development and it is one of the fundemental tools in measuring and evaluating performance and factors and aspects related to effective behavior to highlight the extent of individual's contribution to productivity. It includes a set of connected procedures conductive to measuring performance of each individual in the organization.

The following diagram shows areas of the effective knowledge behavior strategy combined together in the way above mentioned.

Figure 1. Areas of effective knowledge behavior strategy

Effective Knowledge Behavior Areas

Organizations are trying to measure areas of effective knowledge behavior to identify their knowledge and evaluation abilities that will achieve their goals. Each organization differs from others in its activities, nature of work and sectors, as well as view of the senior management of these areas, which reflect main goals of the organization (*McGdan, 1999: 75*). Main areas of important effective knowledge behavior reached by the researchers are:

Knowledge Development

Knowledge development process is a "key" area that organizations seek to measure by collecting various reports to evaluate the intellectual or knowledge method that an organization pursues in meeting current and future needs of technological and knowledge developments, such as those that are *measured by technological progress data, as stated by both (Miller* & Dess, 2006: 52) A number of these data were represented by :

1. Creative development: It represents the constant development of products and services for organizations.
2. Physical and financial development: It is defined by the relationships that connect financial and material resources and methods of their use and identifying deviations after conducting comparison between the planned and actual situation.
3. Administrative development: It represents all actions and words that improve, develop and change administrative patterns for the better in order to achieve financial behavior.

Knowledge Performance Evaluation

It is an expression of whether the goals achieved and the methods followed to achieve them are consistent with the planned goals, detecting negative and positive deviations, stating their causes and submitting proposals that would support and sustain positive aspects of behavior, addressing negative work aspects and how to avoid them in future (*Khafaji, 2003: 35*)

Improving Knowledge Performance

The statement "*What can be measured can be managed*" is the outset of improving knowledge performance about which many studies have been conducted since the beginning of the rise of modern management. Organizations have been interested in measuring business results based on the indicators of profitability and financial in general and using them as a guide for decision-making and predicting future (*Al-Omari, 2005, 551*).

This trend focuses on revealing action results, providing accurate information for prediction, and identifying what should be corrected or developed and remedies and prevention in the future.

Therefore, measuring of effective knowledge behavior is the structuring of type or other characteristics in relation to specific criteria. It aims to help the organization achieve its goals (*Slack, et al 1998: 678*). The measurement is developed based on specific rules to give a digital or numerical value to things or events in a specific way that represents quantities or qualities of a particular feature.

Phases of Measuring Effective Knowledge Behavior Strategy

The process of measuring an effective knowledge behavior strategy passes through several phases that may differ slightly in number but they feed into the same concept. Following are the main phases: (*Rose, 1999: 177*)

1. Gathering required data and information: The measurement process requires providing data, information and reports necessary to calculate the required percentages and indicators, which can be obtained from data related to knowledge developments (material or human), production accounts, profits, losses, public budget and available information about production capacity, and number of employees and their wages and others.

2. Analyzing the data and information to determine their accuracy and validity to calculate the indicators and rates necessary for the behavior measurement process.

3. Conducting the measurement process using appropriate indicators and financial percentages for organization's activities, provided that the measurement includes all the activities of the organization in order to reach an objective, accurate and reliable judgment.

4. Taking appropriate decision on the results of the measurement on whether the implementation is within the planned goals, identifying deviations and their causes, making solutions to address these deviations, and developing appropriate adjustments in the plans to achieve better future for the organization.

5. Identifying and following up on the corrective actions of the deviations that occurred and submitting results of these measurement to the concerned authorities to provide them with the information and data necessary to make use of them in Establishing upcoming plans and increasing monitoring activities.

Methodology

The research has used Case Study approach, It is used to examine strategies of knowledge behavior in the Hillah Teaching Hospital's Studies Center in Babil province and analyze its components and activities before inducing prospects for its development, and The research uses this approach since it is one of the important approaches used in scientific research, where the research used the intentional sampling in selecting the sample of the research. The sample consists of (66) individuals including officials and administrative and technical staff from the Hillah Teaching Hospital's Studies Center in Babil province, In addition to and using A questionnaire to Data Collection Tool, It was distributed to the research sample which covered spatial, temporal and human research limits. Data and information were collected from the Hillah Teaching Hospital's Studies Center in Babil province and the Central Statistics Organization. They were reviewed and analyzed for the purpose of using them to achieve the research objectives.. It was designed to measure the areas of knowledge development, knowledge evaluation, and knowledge performance improvement. The researchers; For the purpose of data analysis, the Statistical Package for Social Sciences (SPSS) was used to obtain accurate results. The arithmetic mean (average), standard deviation, and percentages were used to measure the response of the sample to research variables as a Statistical tool

Results and Findings

Table (1) shows the frequency distributions, percentages, arithmetic mean, and standard deviations of items of the current research "Establishing a Strategy for Effective Knowledge Behavior" for the knowledge development variable during the respondents' answers

Table 1: Responses of members of the research sample for Establishing an effective knowledge behavior strategy

V	Statement	repetition	Degree of agreement					Arithmetic mean	deviation
		percentage	Strongly agree	Agree	I don't know	disagree	Strongly disagree		
1.	**Knowledge Development**								
1	Knowledge development contribute to increasing efficiency of administrative processes	Total	27	23	0	0	0	4.54	0.50
2	Means of knowledge development are used to move towards effective building process	%	54	46	0	0	0	4.58	0.54
		Total	30	19	1	0	0		
3	Means of knowledge development contribute to increase of work accomplishment	%	60	38	2	0	0	4.60	0.49
		Total	30	20	0	0	0		
4	Knowledge development in the Hospital has assisted in ease of communication between management and sections	%	60	40	0	0	0	4.64	0.60
		Total	35	12	3	0	0		
5	Knowledge development helps in reducing time, efforts and cost	%	70	24	6	0	0	4.60	0.57
		Total	32	16	2	0	0		
6	Hospital staff have skills in using computer and software	%	64	32	4	0	0	4.12	0.94
		Total	20	24	5	1	0		
7	Team spirit and collective work are encouraged	Total	19	24	1	6	0	4. 26	0.72

#	Statement							Mean	SD
8	Staff are encouraged to master performance to make change	Total	15	30	2	3	0	4.14	0.76
Median		Total	19	22	3	4	2	4.01	1.01
		%	38	44	6	8	4		
2. Knowledge Evaluation									
1	Knowledge evaluation develops a sense of responsibility to achieve trusted tasks to me	Total	16	33	1	0	0	4.30	0.51
		%	32	66	2	0	0		
2	Knowledge evaluation is a monitoring tool for my behavior and trends	Total	33	14	3	0	0	4.60	0.61
		%	66	28	6	0	0		
3	The Hillah Teaching Hospital's Studies Centers in concerned about beliefs and goals of individuals and the changes they intend to make	Total	6	20	11	12	1	3.36	1.05
		%	12	20	22	24	2		
4	Management of the Hillah Teaching Hospital's Studies Centers in concerned about influencing staff in order that their behavior goes in line with the new tasks	Total	4	28	13	5	0	3.62	0.78
		%	8	56	26	10	0		
5	Staff seek to make suggestions and propose new ways to improve performance	Total	9	27	4	10	0	3.70	0.99
		%	18	54	8	20	0		
6	Knowledge development prepares management of the Studies to accept change and their need for it.	Total	12	25	3	10	0	3.78	1.04
7	Knowledge development contributes to facing challenges which hinder realization of change.	Total	6	29	12	3	0	3.76	0.74
8	The Hillah Teaching Hospital's Studies Centers intends to develop skills and capacities of individuals to help	Total	10	25	10	5	0	3.80	0.88
		%	20	50	20	10	0		

	them keep pace with new developments and changes							
Median	Total	13	25	7	5	0	3.92	0.90
	%	26	50	14	10	0		
3.	Knowledge Performance Improvement							
1	Knowledge performance is marked as flexible	Total	27	23	0	0	0	4.54	0.50
		%	54	46	0	0	0		
2	Knowledge performance is distributed among employees based on specialty	Total	20	23	3	4	5	4.18	0.87
		%	40	46	6	8	10		
3	New units are created to keep pace with environmental changes in knowledge performance	Total	16	11	2	16	5	3.34	1.47
		%	32	22	4	32	10		
4	Knowledge performance of the Hillah Teaching Hospital's Studies Center is improved according to dire needs	Total	21	19	5	2	3	4.06	1.11
		%	42	38	10	4	6		
5	Improvement of the knowledge performance of the Hillah Teaching Hospital's Studies Center helps in flowing of information improving communication at all levels	Total	11	29	7	2	1	3.94	0.84
		%	22	58	14	4	2		
6	Improvement of the knowledge performance of the Hillah Teaching Hospital's Studies Center helps in the achieving the change process	Total	25	23	0	2	0	4.42	0.70
		%	50	46	0	4	0		
The median		18	29	3	0	0	4.30	0.58
	%	36	58	6	0	0		
The median for All paragraph	Total	19	22	3	4	2	4.04	1.07
	%	38	44	6	8	4		

Review and Analysis of Research Results Related to Requirements of Knowledge Development

The table indicates the arithmetic mean for knowledge development at an amount of (4.01), which is higher than the hypothetical mean of (3) with a standard deviation of (1.01). This indicates the availability of the requirements for effective application of knowledge development in the Hillah Teaching Center Studies Center in Babil province. The knowledge development included eight items with item (4) "Knowledge development in the Hospital has assisted in ease of communication between management and sections" achieved the highest arithmetic mean of (4.64) and a standard deviation of (0.60). Item (6) "Hospital staff have skills in using computer and software" the least arithmetic mean with (4.12), which is higher than the hypothetical median of (3) and highest dispersion when standard deviation is (0.94). This indicates that there is lack of interest in the Hillah Teaching Hospital's Studies Center in Babil province in providing training to employee on skills of computer and its software.

Presentation and Analysis of the Research Results of the Knowledge Evaluation

Table (1) shows an arithmetic mean of (3.92) for the knowledge evaluation, which is higher than the hypothetical median of (3), and a standard deviation of (0.90). This indicates that the opinions of the respondents related to the knowledge evaluation in the concerned hospital are positive. Knowledge evaluation was measured with eight items with their arithmetic means ranged between the highest value achieved by item (2) " Knowledge evaluation is a self-monitoring tool for my behavior and trends" amounted at (4.60) with a standard deviation of (0.61) and the lowest value of item (3) " Means of knowledge development contribute to increase of work accomplishment" amounted at (3.36), which is slightly greater than the standard mean and a standard deviation of (1.05). This is due to lack of interest of the Hillah Teaching Hospital's Studies Center of Babil province in   beliefs and goals of employees and changes they wish to make.

Review and Analysis of Research Results Related to Knowledge Performance Improvement

The responses of executive individuals of the research sample reflected an above-median average level regarding knowledge performance in the Hospital since the arithmetic mean reaches (4.30) which is higher than the hypothetical median of (3) and a moderate level of dispersion and a standard deviation of (0.58). This indicates there is knowledge performance improvement as one of the requirements for implementing and building an effective knowledge behavior strategy. Knowledge performance improvement included six items, of which item (1): "Knowledge performance is marked as flexible" of (4.54) and a standard deviation of (0.50). Item (3): "New units are created to keep pace with environmental changes in knowledge performance", achieved less the lowest arithmetic mean of (3.34), which is

higher than the hypothetical mean (3) with a higher dispersion when the standard deviation is (1.47). This indicates that there is lack of interest in the Hillah Teaching Hospital's Studies Center in Babil province in creating new units to keep pace with environmental changes in knowledge performance.

Conclusion

In this study The Authors have found; the Requirements for knowledge performance improvement at the concerned hospital are considerably available and the arithmetic mean reached (4.30), As for Requirements for applying knowledge development in the concerned hospital are considerable high and the arithmetic mean is (4.01), While; Requirements for the knowledge evaluation at the concerned hospital are lower than those of the knowledge development and the arithmetic mean is (3.92), in addition Lack of moral support in the concerned unit to provide training to individuals in computer skills and its softwar, Also The Individuals of the concerned unit are afraid of expressing their beliefs, goals, and the changes they desire to make, and finally Lack of interest in creating new units to keep pace with environmental changes in knowledge performance.

Recommendations

1. The Hillah Hospital Studies Center should pay more attention to creating new units to keep pace with environmental changes in knowledge performance.
2. The necessity of assigning work to individuals working at the hospital based on their specialties.
3. Hillah Teaching Hospital's Studies Center should pay increased attention to training individuals on computer skills and software to make use of knowledge development.
4. Hillah Teaching Hospital's Studies Center should pay attention to soliciting feedback to be taken into consideration in knowledge performance improvement.
5. The necessity to encourage employees to voice their opinions and express their beliefs and goals.

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