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KNOWLEDGE CAPABILITY AND THEIR ROLE IN ACHIEVING
SUSTAINABLE PERFORMANCE: AN ANALYTICAL STUDY OF THE
OPINIONS OF A SAMPLE OF EMPLOYEES IN THE CIVIL HOSPITALS
IN THE CENTRAL EUPHRATES REGION

Firas Adnan Abbas AL-Tabtabae¹, Fatak Majhul Harbiun²

^{1,2} Department of Business Administration, College of Administration and Economics,
University of Al-Qadisiyah, Iraq

Email: firas.a.abbas@qu.edu.iq , fatkalsafy@gmail.com

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ABSTRACT

The current research aims to identify the role of knowledge capability in sustainable performance, in the civil hospitals in the Middle Euphrates region, and the above research adopts an analytical approach to research variables, as a random sample of 62 community hospital workers has been selected. The researchers used the resolution as a basic tool for collecting data. Many statistical tools, such as standard deviations, arithmetic averages, and structured equation modeling, were used in the research with the help of programs (SPSS.VAR.24, AMOS.VAR.24) and the current research has reached a set of meaningful conclusions and recommendations.

INTRODUCTION

The role of knowledge capability in enabling the company to achieve and maintain sustainable performance is well recognized (ye et al., 2009:4507). Knowledge capability can contribute to the improvement of new products, new processes, or new strategies, which can help the firm either internally or in response to changes in the environment, and the main argument in the literature of knowledge management is that the firm's knowledge capability depends on knowledge management, preservation, and creation (Yee&EZE,2021:289). Organizations must anticipate and respond to environmental changes to ensure competitiveness, and ultimately survive

(Aujirapongpan, 2010:14). One of the fundamental assumptions underlying many knowledge literatures is that successful companies are changing their strategies to achieve better environmental compliance (Miranda,2011:384).

Knowledge capability play a major role in managers' decisions and actions to achieve this compatibility or consistency between the company and its external environment, and in this way their knowledge capability are expected to have a strong impact on the competitiveness of the company (as executive decision-making and procedures are central to organization management, It is very important to understand how senior managers influence strategic change in response to environmental conditions and what impact this has on the performance of the company (yang et al., 2014:44).

REVIEW LITERATURE

Knowledge Capability

It is the use of knowledge assets such as human, organizational and information capital, to produce knowledge integration through a series of coordinated knowledge processes, such as knowledge acquisition, transfer, integration, and application (Chuang, 2004:459). They also represent the capacity to mobilize and deploy knowledge resources in conjunction with other resources and capacities to enable activities Knowledge management, with a positive impact on competitive advantage and organizational effectiveness (Ye et al., 2009:4507). It was defined by (Datta,2012:84) as the ability to innovate through the first two aspects of introducing or integrating new members into the organization as an external source of knowledge needed to achieve innovation and the second aspect is the ability to learn.

(Hilmersson et al., 2020:536) was identified as the ability to acquire knowledge and information, as well as the organizational capacity to protect knowledge and information in order to encourage employees to use this capability as a tool to work more efficiently. Yee& EZE,2021:289 is seen as a means for the organization to explore markets and enhance and improve its competitiveness.

The Importance of Knowledge Capability

The essence of knowledge capacity is collective learning, which is essential for organizations to obtain and maintain competitive advantage, a set of capability that includes learning capacity (knowledge resources, absorptive capacity and learning system) and communication ability (tools and technology, association and interaction) and creativity ability (innovation in the field of management, structures and value) (Ye et al., 2009:4507).

Having been multidisciplinary in nature and incorporating concepts used in strategic management, organization theory, and information systems management, Candra,2018:143 stated that it is important to achieve the best use of knowledge and achieve a sustainable competitive advantage and high performance. It emphasizes a formal, integrated approach to the management

of the organizations' intangible assets. Knowledge capability are of great value to organizations because of their ability to generate and combine different types of knowledge that will lead to the development of new knowledge that will make the discovery of new areas of knowledge possible (Mamoun et al., 2020:33).

Dimensions Of Knowledge Capability

Knowledge Capability Technology

The technology component of knowledge infrastructure is it systems that enable the integration of information and knowledge into the organization, as well as the creation, transfer, storage, and preservation of the organization's knowledge resources (yang et al., 2014:44). Aujirapongpan, 2010:14) noted that it itself does not enhance organizational performance, but it can increase organizational performance when combined with other human and commercial assets, although technology is not always directly related to organizational performance, and it can boost performance and lead to a sustainable advantage. Technology infrastructure may not directly contribute to organizational performance; It is a key enabler of other knowledge sources such as knowledge acquisition and knowledge application processes, which may itself enhance organizational performance (Alaarj et al., 2017:185; chen&Fong,2012:4).

Structured Knowledge Capability

The organizational structure consists of organizational hierarchy, rules and regulations, and is a means of coordination and oversight in which regulatory actors can be directed toward organizational effectiveness (yang et al., 2014:44). Aujirapongpan, 2010:14 stated that changes in the organization's structure, such as the transition from hierarchical to flat forms, are necessary for effective transport and the creation of knowledge in the organization. These changes have been positively correlated with the extension of output improvement in terms of financial services and conditions (Alaarj et al., 2017:185; chen&Fong,2012:4).

Cultural Knowledge Capability

Culture in the context of knowledge management is a complex set of values, beliefs, behaviors and symbols that affect knowledge management in companies, and knowledge-supporting culture is therefore a major factor affecting knowledge management and the results of its use (yang et al., 2014:44). He pointed out (Alaarj et al., 2017:185; chen&Fong,2012:4). Cultural dimensions are related to the organization's performance, changes in organizational culture are necessary for the implementation of knowledge management programs.

Human Knowledge Capacities

These capabilities are the most important elements of effective knowledge transfer and exchange, as they have proven a number of experimental institutions have a direct relationship to the exchange of knowledge (Chen&Fong,2012:4). Social interaction has a perextual relationship with knowledge sharing within organizations, and can be an effective means of transmitting tacit knowledge (Yang et al., 2014:44).Working closely with each other is centered on the existence of an intimacy between the source and the recipient, as knowledge is shared through a common understanding and perception of human knowledge capability and the existence of two important aspects, first, that the relationship between the knowledge owner and the recipient must be properly constructed. The second must measure the degree of understanding and understanding among the members of the organization (Miranda, 2011:384).

Sustainable Performance

Management processes in the Organization, including planning, management and control) in the short- and long-term management of environmental, economic and social activities (Chardine-Baumann,2014:138). Pires et al., 2015:2 defined the organization's ability to use its individual, group and organizational capability and skills to meet the needs and desires of current and future stakeholders, taking into account the economic, environmental and collective aspects. It is the way in which the Organization creates value for its shareholders and society by maximizing the positive and minimizing the negative effects of environmental, social and economic issues (Jiang et al., 2017:1567). It represents the factor and the contributor, while maintaining a continuous balance between these reactants, as well as social and environmental efficiency, otherwise we will find the ecosystem weak and unbalanced. Thus, sustainable performance is the institution's ability to achieve satisfactory performance for all parties (Indirastuti&Chariri,2021:2), a process that allows organizations to integrate their economic challenges and environmental goals and strategies and improve their balance (Khan et al., 2021:897).

Importance Of Sustainable Performance

Interest in and assessment of sustainable performance is demonstrated when the organization is not only subject to the need for financial accountability of its owners, but must report on its community and environmental behavior to all stakeholders (LACE,2011:502 Ciemleja&). Commitment to the sustainable development approach has become a need that moves from internal business to the need of stakeholders and their external environment, as the performance of the Organization with regard to the society in which it operates and its environmental impacts is an important part of measuring its overall performance and its ability to continue to operate effectively. This is partly a reflection of the growing recognition of the need to ensure healthy ecosystems, social justice, and good regulatory governance (Sava et al., 2011:74).

The creation of sustainability in the Organization is about balancing the three economic, social, and environmental dimensions, with many organizations inclined to consider the sustainable aspect of implementing their strategies, reviewing their strategy, reviewing legal requirements, and evaluating all their governance structures (Zraidi& Chroqui,2019:4).

Sustainable Performance Dimensions

Economic Performance

performance is critical for the organization, as economic performance is defined as meeting the different needs of the clients by creating values for them, and according to the cost, time and quality conditions (Reynaud, 2003:13). In order to achieve its economic performance, the Organization requires it to act to meet the demands and desires of its customers by providing the necessary means to improve its productivity, reduce its costs, create a competitive advantage that other competitors do not possess and thus increase its market share, and economic performance includes: Profitability, productivity, competitive advantage and market share (Mallea, 2011:77).

Social Performance

Social performance focuses on the organization's ability to make its human resources effective, and through this dimension the organization works to achieve economic and social well-being and social justice, provide equal employment opportunities for all groups of society, provide decent working conditions, social responsibility and occupational health and safety conditions (Reynaud, 2003:13). Social performance looks at issues that affect workers (fair wage security and fair treatment for people who supply raw materials and products) and those that affect customers in other words (ensuring that products deliver real value and do not harm consumers) and at societies (ensuring the development of healthy, productive, and retail communities) (Zraidi& Chroqui,2019:4).

Environmental Performance

The introduction of environmental performance in the economy has changed the concept of economic development from the mere increase in the exploitation of scarce economic resources to satisfy the multiple and renewable human needs to the concept of "sustainable development or sustainable development" (Reynaud, 2003:13). Environmental performance focuses on the active contribution of the organization to the development and development of its environment, by working to reduce pollution waste treatment and proper disposal, by improving the use of resources, energy and waste, and by developing products to become environmentally friendly (Mallea, 2011:77).

Based on the information obtained from the sources, the researchers want to test the relationship the research variables, so the conceptual framework for this research is as shown in Figure (1).

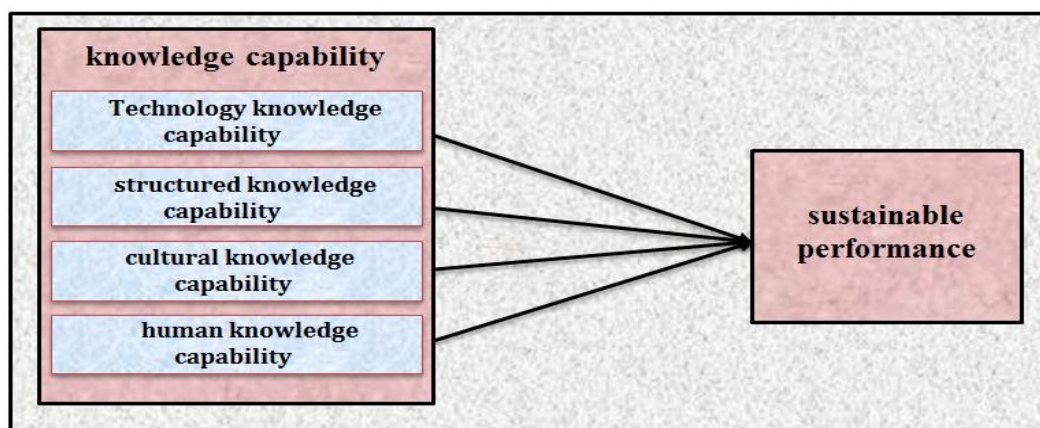


Figure (1) theoretical framework for research

On the research background discussed above, the hypothesis tested in the study is displayed as follows:-

H1: There is a correlation between knowledge capability and sustainable performance.

H2: Technology knowledge capability are linked to sustainable performance.

H3: There is a correlation between structured knowledge capability and sustainable performance.

H4: There is a correlation between cultural knowledge capability and sustainable performance.

H5: There is a correlation between human knowledge capability and sustainable performance.

H6: There is a positive moral impact relationship between knowledge capability and sustainable performance.

METHODOLOGY

Search Objectives

In addition to the contribution that the current study has made toward demonstrating how knowledge capability can be used to develop sustainable performance, it seeks to achieve a set of important objectives:

- 1) Identify the roles of knowledge capability that can develop the sustainable performance that exercises the studied sample.
- 2) Reveal the level of knowledge capability the studied sample has.
- 3) Identify obstacles to the development of studied sample midwives.
- 4) Identify the level of ability of the studied sample to develop knowledge capability through sustainable performance.
- 5) Identify the nature and type of relationship between knowledge capability and sustainable performance.

The Importance of Research

This study contributes to determining the importance of study variables, knowledge capability and sustainable performance, as well as identifying the most important ways in which sustainable performance can be improved, as well as inculcating organizational values in the studied sample factors. In addition to defining the studied sample the importance of knowledge capability to accurately identify the organization's requirements for the development of sustainable performance that results from failure to respond to these tastes and desires. He urged the studied sample to develop their knowledge capability in order to find out the key ways in which appropriate solutions could be developed to improve sustainable performance.

Search Scope

The researchers relied on the analytical descriptive approach to describe the collected data on the research sample of the autonomous variable and the controlled variable, while using the analytical approach for the purpose of analyzing data and finding the relationship between variables. On the other hand, the research community is represented by a group of 62 workers in the civil hospitals in the middle Euphrates region.

RESULTS AND DISCUSSION

Analysis Of the Natural Distribution of Research Data

The normal distribution test is one of the most important tests for measuring the normal distribution of data reflected in the Clomrov-Simenrov and Shapiro-Willick tests, which are based on a value (P-value) and are acceptable when it is greater than (0.05), and table (1) shows the normal distribution of data for search variables.

Variables	Kol-Smi	Sha-Wil	P-value
Knowledge capability Technology	0.243	0.820	0.05 <
Structured knowledge capability	0.265	0.823	0.05 <
Cultural knowledge capability	0.254	0.795	0.05 <
Human knowledge capability	0.252	0.822	0.05 <
Knowledge capability	0.266	0.816	0.05 <
Economic performance	0.252	0.809	0.05 <
Social performance	0.257	0.783	0.05 <
Environmental performance	0.247	0.785	0.05 <
Sustainable performance	0.154	0.891	0.05 <

Stability Of the Measuring Tool

The famous test used the alpha-microbach coefficient to measure the stability and reliability of the measuring device, for which the moral value must be higher than (65%), and the table (2) shows the coefficients of alpha-microbach for the search variables and dimensions.

Table (2) Alpha Kronbach coefficients for search variables and dimensions

Variables	Dimensions	No.	Icon	Kronbach Alpha
Knowledge capability	Knowledge capability Technology	4	KCT	0.810
	Structured knowledge capability	4	KCS	0.794
	Cultural knowledge capability	4	KCC	0.801
	Human knowledge capability	3	KCH	0.816
Sustainable performance	Economic performance	3	SPC	0.873
	Social performance	7	SPS	0.865
	Environmental performance	6	SPE	0.792

Descriptive statistics

Knowledge Ability Variable

Table 3 results indicate that the overall average of the computational media of the knowledge ability variable was (4.01) higher than the hypothetical mean of the LICRT scale of (3) and a standard deviation of (0.827) indicating the degree of dispersion, indicating the agreement of the sample of the research to acquire knowledge capability in a meaningful way.

Table 3: descriptive Statistics of Knowledge capability

No.	mean	S.D.	order of importance
Kct1	4.06	0.739	2
Kct2	3.91	0.723	4
Kct3	4.15	0.819	1
Kct4	3.93	0.726	3
KCT	4.01	0.785	Third
Kcs1	4.07	0.777	2
Kcs2	3.80	0.822	4
Kcs3	3.89	0.722	3
Kcs4	4.09	0.817	1
KCS	3.96	0.747	Fourth
Kcc1	4.20	0.693	1
Kcc2	3.97	0.777	3

Kcc3	4.09	0.743	2
Kcc4	3.80	0.748	4
KCC	4.02	0.791	Second
Kch1	3.95	0.661	3
Kch2	4.07	0.834	2
Kch3	4.10	0.796	1
KCH	4.04	0.869	first
KC	4.01	0.827	

Sustainable Performance Variable

Table (4) results indicate that the working agreement ratio for a sustainable performance variable was at an average arithmetic mean (3.75) and an equal standard deviation of (0.688).

Table (4) Descriptive Statistics For A Sustainable Performance Variable

No.	mean	S.D.	order of importance
Spc1	4.14	0.804	1
Spc2	4.07	0.828	2
Spc3	3.98	0.648	3
SPC	4.06	0.719	first
Sps1	4.10	0.773	2
Sps2	3.98	0.851	6
Sps3	4.08	0.805	3
Sps4	4.13	0.791	1
Sps5	3.86	0.761	7
Sps6	4.06	0.792	4
Sps7	4.03	0.661	5
SPS	4.03	0.741	Second
Spe1	3.1	1.303	3
Spe2	2.86	1.183	6
Spe3	2.96	1.141	5
Spe4	3.09	1.209	4
Spe5	3.18	1.143	2
Spe6	3.71	0.898	1
SPE	3.15	1.291	Third
SP	3.75	0.688	

TESTING HYPOTHESES

Link Assumptions

Table (5) correlation coefficient matrix

Variables	KCT	KCS	KCC	KCH	KC	SPC	SPS	SPE	S P		
SPC	.915**	.221**	.188**	.651**	.215**	1					
SPS	.921**	.237**	.181**	.660**	.217**	.685**	1				
SPE	.894**	.365**	.461**	.821**	.804**	.837**	.804**	1			
SP	.561**	.644**	.837**	.239**	.644**	.344**	.518**	.499**	1		
**.							Correlation is significant at the 0.01 level (2-tailed).			Sig. (2-tailed)= 0.000	

The results of the table above indicate a statistically significant correlation between knowledge capability and sustainable performance (0.644), which means that there is a correlation between their dimensions, indicating that the measurement tool paragraphs are consistent and compatible

EFFECT HYPOTHESES

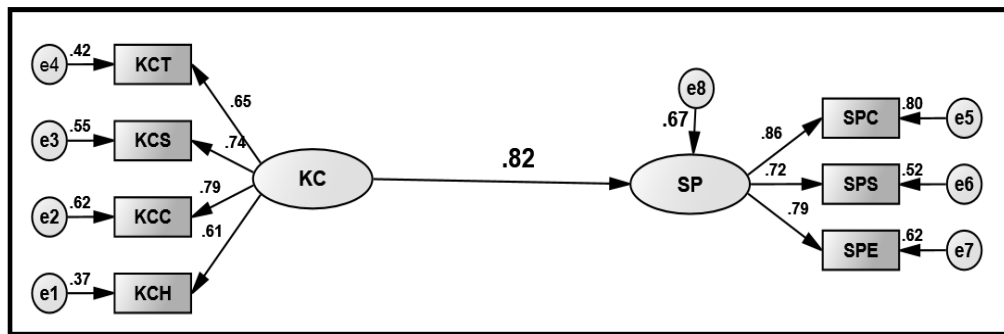


Figure (2) Standard model of the impact of knowledge capability on sustainable performance in its dimensions

Notes from table results (6) to the contribution of knowledge capability to the interpretation (0.672) of sustainable performance, which means that the residual value falls outside the boundaries of research, as reflected in future proposals.

Table (6) consequences of analyzing the impact of knowledge capability on sustainable performance in its dimensions

path		Standard Estimates	standard error	C.R.	R ²	p	Sig.
KC	--->	SP	0.820	0.034	24.118	0.672	*** 0.001

CONCLUSION

Research findings indicate a statistically significant correlation between knowledge capability and sustainable performance, which contributes to

building a positive relationship through which workers' ability to innovate new methods and methods for environmental conservation can be developed. There is also a moral impact of knowledge Capability on sustainable performance, which has contributed to improving the ability of the research sample to explain the reasons for the slow pace of sustainable performance development., and the interest of the specimen quickly to respond to complaints is fast and efficient, gaining patients' satisfaction with the interest of managing the sample discussed with their different needs and requirements and working to meet them as much as possible. The research sample provides compensation and compensation to its employees for the additional benefits that workers provide to the general public, and to patients in particular. The research sample also focuses on providing added services to patients with medical consultations and remote access by properly directing them.

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