Knowledge Management Processes and Their Impact on Institutional Excellence in Educational Administration in Iraq : an Analytical Study

Thaer Hasan Kadhim ALhargose

College of Administration and Economics, University of AL-Qadisiyah, Iraq Email:(thaer.alhargose@qu.edu.iq)

Information of Article

ABSTRACT

The study explored the relationship of knowledge management with improving the quality of educational services and institutional excellence in educational institutions in Iraq. The study used a questionnaire that was distributed to a variety of data sources in the educational community. The study reached several key findings, including a positive relationship between applying knowledge management and improving the quality of educational services, as well as improving institutional excellence. The study also found positive relationships between several aspects of knowledge management, such as using tools, sharing knowledge, and applying strategies. The study concluded that enhancing knowledge management can contribute to improving the educational process and institutional performance in educational institutions in Iraq. The study used SPSS to analyze data and generate results. Using this program, the researcher was able to conduct the necessary statistical analyzes to examine the relationship between the study variables. Through this analysis, it was found that there is a positive and significant relationship between applying knowledge management and improving the quality of educational services, as well as between knowledge management and improving institutional excellence in educational institutions.

1. Introduction

In the modern knowledge era, knowledge management is considered one of the vital fields that form the basis of institutional excellence in the educational sector in Iraq. With our deep understanding of the value of knowledge and its power in enhancing performance and achieving goals, we realize the importance of applying best practices in knowledge management within educational institutions.(Iman Muhammad Ahmed (2021). This study aims to explore knowledge management processes and study their potential impact on institutional excellence in educational institutions in Iraq. Through a deep and critical analysis of the processes related to knowledge management, we seek to understand the way in which excellence and excellence can be achieved in the educational context.(Abdul Aziz.2020).

The study will rely on a comprehensive analytical methodology that includes careful data collection and analysis, in addition to a comprehensive review of the literature related to knowledge management and institutional excellence in the educational field. The study will also include case studies and analysis of field data for a deep understanding of the potential impacts and challenges of implementing knowledge management in the educational context in Iraq.(Faraj, (2020). In summary, this study aims to provide a useful theoretical and practical contribution in enhancing our understanding of how to improve knowledge management in educational institutions in Iraq, and how to achieve institutional excellence through adopting and applying effective processes in this context.

2. Problem Statement

The problem of this study relates to the challenges facing knowledge management processes and their impact on institutional excellence in educational institutions in Iraq. Despite the importance of knowledge management in achieving excellence, there are several challenges that may hinder its effective application in the educational context in Iraq. One important challenge is the lack of technological infrastructure and qualified human resources in educational institutions in Iraq, which may make it difficult to collect, organize and share knowledge effectively. It also includes cultural and organizational challenges that may hinder changes in behavior and practices to adopt knowledge management as a strategic approach.

In addition, educational institutions in Iraq may face challenges related to adopting a culture of learning and innovation and encouraging critical and creative thinking, and this could affect their ability to achieve institutional excellence through knowledge management. In short, the problem of this study is to understand and analyze the challenges that may face the application of knowledge management in educational institutions in Iraq, and how to overcome these challenges to achieve the desired institutional excellence. The problem question in this study can be summarized in the following question: What are the challenges facing knowledge management processes and their impact on institutional excellence in educational institutions in Iraq?

This question highlights the difficulties and obstacles that may hinder the effective application of knowledge management in educational institutions in Iraq, and how they can be identified and overcome to achieve the desired institutional excellence in this context.

2.1 The Importance of Studying

The importance of this study is highlighted in several aspects:

- ✓ Enhancing our understanding of knowledge management in the educational context: By analyzing knowledge management processes in educational institutions in Iraq, the study will contribute to enhancing our understanding of how to collect, organize and use knowledge in this special context.

- ✓ Identifying challenges and barriers: By identifying the challenges facing the application of knowledge management, the study can contribute

- ✓ In identifying weak points and obstacles that prevent achieving institutional excellence in educational institutions.

- ✓ Guiding policies and practices: With our deep understanding of the challenges and potential impacts of knowledge management, the study can contribute to developing effective policies and practices aimed at enhancing institutional excellence in educational institutions in Iraq.

- ✓ Enhancing the quality of education: By improving knowledge management processes, the quality of education can be improved and the performance of educational institutions enhanced, which contributes to raising the level of education and achieving the set educational goals.

In short, this study is considered essential for enhancing the quality of education and achieving institutional excellence in educational institutions in Iraq, which contributes to the development of society and achieving sustainable development.

2.2 Objectives of the Study

Knowledge is considered one of the most important resources in the modern knowledge era, and achieving institutional excellence depends greatly on the ability of institutions to collect, organize, and use this knowledge effectively. In the context of education, the importance of knowledge management lies in improving the quality of education and developing educational institutions to be distinguished and innovative.

- ✓ Analysis of knowledge management processes: Understanding the processes and practices related to collecting, organizing, and using knowledge within educational institutions in Iraq.

- ✓ Studying the impact of knowledge management on institutional excellence: Estimating how knowledge management processes affect the ability of educational institutions to achieve distinction and excellence in the field of education.

- ✓ Analysis of challenges and obstacles: Identify the difficulties and obstacles that may hinder the effective application of knowledge management in educational institutions in Iraq.

- ✓ Guiding policies and practices: providing practical recommendations aimed at improving knowledge management processes and achieving institutional excellence in educational institutions in Iraq.

- ✓ Supporting sustainable development: Providing a framework for developing strategies and programs to enhance knowledge management and achieve institutional excellence in educational institutions on an ongoing and sustainable basis.

3. Methodology

To achieve the objectives of the study in investigating its problems and proving the hypotheses, the practical, descriptive, analytical and inductive approach was adopted to analyze the data. This part includes collecting the information necessary for the study. Diverse and comprehensive sources will be relied upon. First, previous research related to knowledge management processes and their impact on institutional excellence in educational administration in Iraq will be reviewed, whether these studies are local or international, with the aim of understanding current trends and their conclusions. Secondly, official data provided by relevant authorities, such as ministries and statistical bodies, will be used to obtain data about the application. Third, the study methodology will include conducting interviews with experts and officials to investigate their views on the challenges and opportunities related to the application of knowledge management processes and their impact on institutional excellence in educational administration in Iraq. Fourth, official documents and reports will be reviewed, in addition to previous annual studies and reports. Finally, available statistical data and technical information will be better utilized for analysis. By employing these multiple sources, the study will be able to achieve its objectives comprehensively and accurately.

3.1 Sample Size

In order to complete the requirements of the study, test its hypotheses, and then answer the problem at hand, we decided to have a sample population for the study consisting of several different sources, including: public and private schools, universities and educational institutes, educational departments, teachers and administrative staff, experts and educational officials. Answers were obtained to some of the questions posed to them. The questionnaire was distributed to them randomly. We adopted the random sampling method in selecting the research sample, which reached a size of (100 employees (males and females), where the questionnaire was distributed to them through a field visit with an explanation of the purpose of the form and clarification of the questions. We retrieved 95 questionnaires, and we also canceled 05 questionnaires because the information in them was incomplete, so that We have 90 questionnaires that were relied upon in the analysis.

3.2 Research Design

After designing, testing, and modifying the questionnaire, it is circulated to the target sample of the study, and after collecting it from the respondents, it is analyzed. There are several programs for statistical analysis. To arrive at valuable functions and indicators that support the topic, the SPSS program was used, which is an abbreviation for the phrase (statistical package for the social sciences). The statistical package for the social sciences. The program facilitates decision-making regarding the subject of the study through its management of data and rapid statistical analysis of the results. The questionnaire form included two main sections: The first axis: the fidelity of the personal data of the subjects, which are: (gender, age, academic qualification, marital status). , individual income. The second axis: regarding the questionnaire's axes to answer the hypotheses. We used a five-point Likert scale to measure respondents' responses to the questionnaire items, as shown in the following table:

Table: 1 Five-point Likert scale scores

1	Totally disagree	If the statement is completely wrong or you completely disagree.
2	I mostly disagree	If the statement is generally false or you disagree with it.
3	But I agree	If the statement is indifferent to you, if you cannot make up your mind, or if the statement seems as true as it is false.
4	Good	Whether the statement is generally true or you agree with it.
5	Totally agree	If the statement is absolutely true or if you completely agree with it.

Source: Prepared by the researcher based on the results of statistical processing.

A Likert scale from 1 to 5 was used as a response option for items assessing employee satisfaction:
The first level corresponds to: Strongly disagree
The second level corresponds to: somewhat disagree
The third level corresponds to: Yes, yes
Level 4 corresponds to: OK
Level 5 corresponds to: Completely agree

4. Research Framework

4.1 Terminology of Study

- Knowledge management processes: include strategies and tools for collecting, organizing, and sharing knowledge within educational institutions. (Al-Amer, Alaa, (2020)
- Institutional excellence: the ability to achieve excellence and demonstrate the institutional identity, making it distinct from other institutions.(Sabreen Imad Arafat Abu Lebda. (2018).
- Educational administration: The effort made to organize and direct educational processes within educational institutions.(Fatima Al-Zahra bin Ahmed. (December 2020).
- Administrative processes: the activities and procedures used to achieve the goals of the educational institution.(Aljamal, S. (2018).
- Educational technology: The use of technology in the context of education, including the use of technical media in learning and teaching processes.(Mustafa, Ghazwan (2020)
- Quality of education: the extent of the effectiveness and efficiency of educational processes and the achievement of specific educational goals.(Khamis Muhammad Khamis (2020)
- Educational innovation: new applications and innovative methods to improve educational processes and achieve excellence.(Maatouq, Tariq Abu Shafah (2020)

Indicators: Metrics used to evaluate the performance of educational institutions, such as success rates, dropout rates, student and parent satisfaction, etc.(Harahi, Salma (2021).

4.2 Study hypotheses

The first main hypothesis:
There is a statistically significant relationship between applying knowledge management and improving the quality of educational services in educational institutions in Iraq.

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The first main hypothesis is divided into the following sub-hypotheses:

- There is a relationship between the use of knowledge management tools and improving work organization and effectiveness in educational institutions.
- There is a relationship between knowledge sharing and improved communication and collaboration between faculty and administration in educational institutions

The second main hypothesis:

There is a positive and statistically significant relationship between improving institutional excellence and applying knowledge management in educational institutions in Iraq.

The second main hypothesis is divided into the following sub-hypotheses:

- There is a relationship between knowledge management strategies and increasing the ability of educational institutions to adapt to challenges and improve their performance.
- There is a relationship between directing administrative policies and promoting innovation and academic excellence in educational institutions.

The third main hypothesis:

There is a positive and statistically significant effect of using knowledge management on raising the level of educational quality and institutional excellence in educational institutions in Iraq.

The third main hypothesis is divided into the following sub-hypotheses:

- There is a positive and statistically significant effect of providing accurate data and information on improving educational and administrative decision-making.
- There is a positive and statistically significant effect of adopting and promoting a culture of knowledge in promoting excellence and innovation in educational institutions.

5. Results and Discussion

5.1 Validity and reliability of the study tool:

Cronbach's alpha coefficient was used for all items of the questionnaire, and to ensure the reliability of the questionnaire, the quantitative reliability coefficient was estimated at (0.956) as shown in the following table, which is a value that exceeds the conventional rate in the social sciences, which is estimated at (0.05), so it can be said The form is honest and consistent and we can rely on it in our study and to draw conclusions.

Table : 2 The validity and reliability of the Aplha Cronbach questionnaire

Validity and reliability of the form	Number of phrases
0,9**56**	22

Source: Prepared by the researcher based on the results of statistical processing.

Distribution of sample members according to demographic variables: The first part of the questionnaire contained general questions and focused on the answers to the three questions related to gender, age, and educational level.

Table: 3 Distribution of sample members according to gender variable

Relative frequency**%**	Absolute repetition	Sex
%43.3	39	male
%56.7	51	feminine
% 100	90	the total

Source: Prepared by the researcher based on the results of statistical processing.

Analysis of the results: Through Table No. 03, we note that the largest percentage in the studied sample was for the female category, at a rate of 56.7%, i.e., an average of 51 employees, while the percentage of males amounted to 43.3%, i.e., an average of 39 employees. This is due to the nature of the population structure, as the percentage of females is greater than the males.

Table: 4 Distribution of sample members according to age variable

Relative frequency**(%)**	Absolute repetition	the age
%47.8	43	From 31 to 40 years
%31.1	28	From 41 years to 50 years
%21.1	19	Over 51 years old
% 100	90	the total

Source: Prepared by the researcher based on the results of statistical processing.

Analysis of the results: Through Table No. 04, we notice that the age group with the most interaction is the group whose ages range between 41 to 50 years, with a percentage estimated at 31.1%, with a number of 28 employees, then followed by the age group whose age ranges between 31 to 40 years, with a percentage of 47.8%, with a number of employees. 43 male and female employees, then the age group, which represents those over 50 years of age, in equal proportions estimated at 21.1%, with a number of 19 male and female employees for each category, as the study sample was random.

Table: 5 Distribution of sample members according to the educational level variable

Relative frequency (%)	Absolute repetition	Academic level
%18.9	17	Bachelor's
%13.3	12	Postgraduate Diploma
%18.9	17	Master's
%48.9	44	Ph.D
%100	90	the total

Source: Prepared by the researcher based on the results of statistical processing**.**

Analysis of the results: Through Table No. 05, we notice that 48.9% of the sample, then holders of a doctoral university degree, numbering 44 male and female employees, followed by the two categories with master's and bachelor's degrees, in equal proportions estimated at 18.9%, equivalent to 17 individuals for each category, then followed by those with The level of postgraduate diploma is 13.3%, which is equivalent to 12 individuals**.**

5.2 Analysis of the Results Related to the Attitudes of the Sample Members:

In order to analyze the results of the study and determine the trends in the respondents' answers, we used arithmetic averages and architectural deviations, where the respondents' evaluation score for the study's phrases and paragraphs was divided as follows:
  From 1 to 2.33 low rating.
From 2.34 to 3.66 average rating
From 3.67 to 5 high rating.

5.3 Analysis of the first main hypothesis:

There is a statistically significant relationship between applying knowledge management and improving the quality of educational services in educational institutions in Iraq.
Analysis of the first sub-hypothesis (There is a relationship between the use of knowledge management tools and improving work organization and effectiveness in educational institutions.)

Table : 6 Evaluation of the study sample between the use of knowledge management tools and improving work organization and effectiveness in educational institutions.

Evaluation	standard deviation	The arithmetic mean	Phrase	Number
low	0,976	2,111	Do you think that the use of knowledge management tools such as databases and digital platforms can contribute to improving the organization of work in educational institutions?	1
middle	0,962	2,711	Have you noticed any improvement in work organization within your educational institution after adopting knowledge management tools such as content management systems or customer relationship management systems?	2
middle	0,971	2,422	Can the use of search and retrieval techniques in knowledge management contribute to improving the effectiveness of work within educational institutions?	3
low	0,921	2,266	Do you think that using knowledge management tools can help achieve a better balance between different processes within an educational institution?	4
middle	0,957	2,377	After credibility	

Source: Prepared by the researcher based on the results of statistical processing.

Analysis: We note that the statements received moderate degrees of agreement because their arithmetic mean is greater than (2,377), which expresses average degrees of agreement according to the Likert scale, and therefore the employees

agree to a moderate degree with the questions addressed to them. This has an arithmetic mean of (2.377) and a standard deviation of (0.957), which is the amount of dispersion of the sample's answers at the arithmetic mean of (2.377). Therefore, it was concluded that the employees support credibility with a moderate degree of agreement**.**

5.4 Analysis of the Second Sub-Hypothesis

(There is a relationship between knowledge sharing and improved communication and collaboration between faculty and administration in educational institutions).

Table: 7 Evaluation of the study sample: There is a relationship between knowledge sharing and improved communication and collaboration between faculty and administration in educational institutions**.**

Evaluation	standard deviation	The arithmetic mean	Phrase	Number
Low	0,876	1,866	Do you believe that increasing knowledge sharing between faculty and administration can lead to improved communication within educational institutions?	1
Low	0,907	2,088	Have you noticed any improvement in the quality of communication between faculty and administration after enhancing knowledge sharing in the educational institution?	2
Medium	0,589	2,366	Do you believe that knowledge sharing can enhance collaboration between faculty and administration in addressing challenges and solving problems in an educational institution?	3
Low	0,879	2,033	Are there any tools or mechanisms that promote knowledge sharing within your educational institution? How do these tools impact communication and collaboration between faculty and administration?	4
Low	0,812	2,088	After credibility	

Source: Prepared by the researcher based on the results of statistical processing.

Analysis: Through the table above, we notice that the statements received low degrees of agreement because their arithmetic mean is equal to (2.088), which expresses low degrees of agreement according to the Likert scale. Therefore, the employees agree to a low degree with the questions directed to them, with a mean of (2,088), and a standard deviation. (0.812), which is the amount of dispersion of the answers of the sample items at the arithmetic mean. So it was found that employees support credibility with a low degree of agreement.

5.5 Analysis of the First Main Hypothesis

There is a statistically significant relationship between applying knowledge management and improving the quality of educational services in educational institutions in Iraq.

Table: 8 Evaluation of the study sample for the presence between applying knowledge management and improving the quality of educational services in educational institutions in Iraq**:.**

Evaluation	Standard deviation	Arithmetic mean	Phrase	Number
Low	0,616	2,188	Have you noticed any improvement in the quality of educational services in your educational institution after implementing knowledge management?	1
Medium	0,796	2,477	Do you believe that exchanging knowledge and experiences between faculty members leads to improving the quality of the educational services they provide?	2
Low	0,819	2,044	Can the use of knowledge management tools such as databases and digital platforms contribute to improving the organization and implementation of educational services?	3
Low	,0844	2,066	Do you have examples of how other educational institutions can benefit from applying knowledge management to improve the quality of educational services?	4
Medium	0,913	2,344	Are there tangible changes in improving student performance or student and parent satisfaction after implementing knowledge management in the educational institution?	5
Low	0,821	2,100	How can knowledge management help improve the educational process in general within educational institutions in Iraq?	6
Low	0,674	2,203	After credibility	

Source: Prepared by the researcher based on the results of statistical processing.

Analysis: Through the table above, we notice that the statements received low degrees of agreement because their arithmetic mean is equal to (2,203), which expresses low degrees of agreement according to the Likert scale. Therefore, the employees agree to a low degree with the questions directed to the extent of the dispersion of the answers to the sample items at the average. Arithmetic score (2,203), as it was found that employees support adopting the decision with a low degree of approval.

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5.6 Testing the First Main Hypothesis of the Study and Interpreting the Results:

After analyzing the agreement scores for the sample, we move on to testing the hypotheses, in order to reveal the quality of the relationship and the degree of association between the two variables, and we will use the Pearson correlation coefficient for this.

Testing the first main hypothesis

There is a statistically significant relationship between applying knowledge management and improving the quality of educational services in educational institutions in Iraq.

H0: There is no correlation without significant relationship between applying knowledge management and improving the quality of educational services in educational institutions in Iraq.

H1: There is a statistically significant relationship between applying knowledge management and improving the quality of educational services in educational institutions in Iraq.

Table: 9 Results of the correlation between the two variables

improving the quality of educational services in educational institutions		
Significance level	Correlation coefficient	
0.000	0.964	Applying knowledge management

Source: Prepared by the researcher based on the results of statistical processing.

From the table it is clear that the correlation coefficient is equal to (0.964), which means a strong and direct correlation between the two variables. Since the level of significance is (0.000), which is less than the approved percentage (0.05), we can say that there is a strong direct relationship between the two variables. Through these results, we reject the null hypothesis and accept the alternative hypothesis that: There is a statistically significant relationship between applying knowledge management and improving the quality of educational services in educational institutions in Iraq.

5.7 Testing the First Sub-Hypothesis (of the First Main Hypothesis)：

There is a relationship between the use of knowledge management tools and improving work organization and effectiveness in educational institutions.

H0: There is no relationship between the use of knowledge management tools and improving work organization and effectiveness in educational institutions.

H1: There is a relationship between the use of knowledge management tools and improving work organization and effectiveness in educational institutions.

Table: 10 Results of the correlation between the two variables

Effectiveness in educational institutions		
Significance level	Correlation coefficient	
0.000	0.987	The use of knowledge management tools

Source: Prepared by the researcher based on the results of statistical processing.

From the table it is clear that the correlation coefficient is equal to (0.987), which means a strong and direct correlation between the two variables. Since the level of significance is (0.000), which is less than the approved percentage (0.05), we can say that there is a strong direct relationship between the two variables. Through these results, we reject the null hypothesis and accept the alternative hypothesis that says: There is a relationship between the use of knowledge management tools and improving work organization and effectiveness in educational institutions.

5.8 Testing the Second Sub-Hypothesis (of the First Main Hypothesis)：

There is a relationship between knowledge sharing and improved communication and collaboration between faculty and administration in educational institutions

H0: There is no relationship between the knowledge sharing and improved communication and collaboration between faculty and administration in educational institutions

H1: There is a relationship between knowledge sharing and improved communication and collaboration between faculty and administration in educational institutions .

Table: 11 Results of the correlation between the two variables

Share knowledge and improve communication and collaboration for faculty		
Significance level	Correlation coefficient	
0.000	0.982	Share knowledge and improve communication and collaboration for management in educational institutions

Source: Prepared by the researcher based on the results of statistical processing.

From the table it is clear that the correlation coefficient is equal to (0.982), which means a strong and direct correlation between the two variables. Since the significance level is (0.000), which is less than the approved percentage (0.05), we can say that there is a strong, direct relationship between the two variables. Through these results, we reject the null hypothesis and accept the alternative hypothesis that says: There is a relationship between knowledge sharing and improved communication and collaboration between faculty and administration in educational institutions .
Analysis of the second main hypothesis:
There is a positive and statistically significant relationship between improving institutional excellence and applying knowledge management in educational institutions in Iraq.

5.9 Analysis of the First Sub-Hypothesis (for the Second Main Hypothesis):

There is a relationship between knowledge management strategies and increasing the ability of educational institutions to adapt to challenges and improve their performance.

Table: 12 Evaluation of the study sample There is a relationship between knowledge management strategies and increasing the ability of educational institutions to adapt to challenges and improve their performance**.**

Evaluation	standard deviation	The arithmetic mean	Phrase	Number
low	0,967	2,325	Do you believe that implementing knowledge management strategies can contribute to enhancing the ability of educational institutions to adapt to internal and external challenges?	1
middle	0,992	2,511	Do you have examples of how knowledge management strategies can be used to enable educational institutions to adapt to rapid shifts in the educational environment?	2
middle	0,971	2,422	Do you believe that the use of strategic analytics and information can contribute to enabling educational institutions to make smarter and more effective decisions in the face of challenges?	3
low	0,931	2,266	Can the use of knowledge management tools such as databases and digital platforms contribute to improving organizational learning strategies within educational institutions?	4
middle	0,967	2,014	After credibility	

Source: Prepared by the researcher based on the results of statistical processing.

Analysis: We note that the statements received moderate degrees of agreement because their arithmetic mean is greater than (2,014), which expresses average degrees of agreement according to the Likert scale, and therefore employees in insurance companies agree to a moderate degree with the questions addressed to them. This has an arithmetic mean of (2.014) and a standard deviation of (0.967), which is the amount of dispersion of the answers to the sample items at the arithmetic mean (2.014). Therefore, it was concluded that the employees support credibility with a moderate degree of agreement.

5.10 Analysis of the Second Sub-Hypothesis

(There is a relationship between directing administrative policies and promoting innovation and academic excellence in educational institutions..)

Table : 13 Evaluation of the study There is a relationship between directing administrative policies and promoting innovation and academic excellence in educational institutions**.**

Evaluation	standard deviation	The arithmetic mean	Phrase	Number
Low	0,866	1,856	Do you believe that having clear and specific administrative policies can enhance the spirit of innovation and academic excellence within educational institutions?	1
Low	0,807	2,088	Do you have examples of how administrative policy guidance can stimulate initiative and creativity among faculty and staff in educational institutions?	2
Medium	0,599	2,366	Do you think having policies that encourage calculated risk-taking can foster innovative thinking and new educational experiences?	3
Low	0,879	2,214	Can the use of analytics and data in making administrative decisions contribute to guiding policies in a way that enhances innovation and academic excellence in educational institutions?	4
Low	0.798	2,002	After credibility	

Source: Prepared by the researcher based on the results of statistical processing.

Analysis: Through the table above, we notice that the statements received low degrees of agreement because their arithmetic mean is equal to (2.002), which expresses low degrees of agreement according to the Likert scale. Therefore, the employees agree to a low degree with the questions directed to them, with a mean of (2.002), and a standard deviation. (0.798), which is the amount of dispersion of the answers of the sample items at the arithmetic mean. So it was found that employees support credibility with a low degree of agreement.

5.11 Analysis of the Second Main Hypothesis

There is a positive and statistically significant relationship between improving institutional excellence and applying knowledge management in educational institutions in Iraq.

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Table: 14 Evaluation of the study sample There is a positive and statistically significant relationship between improving institutional excellence and applying knowledge management in educational institutions in Iraq**.**

Evaluation	standard deviation	The arithmetic mean	Phrase	Number
Low	0,616	2,188	Do you believe that improving knowledge management within educational institutions can lead to the development of new strategies that enhance institutional excellence?	1
Medium	0,796	2,477	Do you believe that exchanging knowledge and experiences between faculty members and administration can contribute to enhancing institutional identity and excellence?	2
Low	0,819	2,044	Do you have examples of how internal knowledge and expertise can be used to develop policies and programs that contribute to enhancing organizational excellence?	3
Low	,0844	2,066	Do you think that the commitment of educational institutions to applying knowledge management has significantly impacted improving the quality of educational services and thus enhancing institutional excellence?	4
Medium	0,913	2,344	Have you noticed any positive changes in the reputation and appreciation of the institution by students and parents after implementing knowledge management strategies?	5
Low	0,821	2,100	How can the effective application of knowledge management contribute to enhancing institutional excellence in educational institutions in Iraq?	6
Low	0,605	2,403	After credibility	

Source: Prepared by the researcher based on the results of statistical processing.

Analysis: Through the table above, we notice that the statements received low degrees of agreement because their arithmetic mean is equal to (2.403), which expresses low degrees of agreement according to the Likert scale. Therefore, the employees agree to a low degree with the questions directed to the extent of the dispersion of the answers to the sample items at the average. Arithmetic score (2.403), as it was found that employees support adopting the decision with a low degree of approval.

5.12 Testing the Second Main Hypothesis of the Study and Interpreting the Results:

There is a positive and statistically significant relationship between improving institutional excellence and applying knowledge management in educational institutions in Iraq.

5.13 Testing the First Main Hypothesis:

There is a positive and statistically significant relationship between improving institutional excellence and applying knowledge management in educational institutions in Iraq.

H0: There is no correlation without the positive and statistically significant relationship between improving institutional excellence and applying knowledge management in educational institutions in Iraq.

H1: There is a positive and statistically significant relationship between improving institutional excellence and applying knowledge management in educational institutions in Iraq.

Table: 15 Results of the correlation between the two variables.

Applying knowledge management in educational institutions in Iraq		
Significance level	Correlation coefficient	
0.000	0.974	Improving institutional excellence

Source: Prepared by the researcher based on the results of statistical processing.

From the table it is clear that the correlation coefficient is equal to (0.974), which means a strong and direct correlation between the two variables. Since the level of significance is (0.000), which is less than the approved percentage (0.05), we can say that there is a strong direct relationship between the two variables. Through these results, we reject the null hypothesis and accept the alternative hypothesis that: There is a positive and statistically significant relationship between improving institutional excellence and applying knowledge management in educational institutions in Iraq.

5.14 Testing the First Sub-Hypothesis (of the Second Main Hypothesis)

There is a relationship between knowledge management strategies and increasing the ability of educational institutions to adapt to challenges and improve their performance.

H0: There is no correlation without statistical significance between the knowledge management strategies and increasing the ability of educational institutions to adapt to challenges and improve their performance.

H1: There is a relationship between knowledge management strategies and increasing the ability of educational institutions to adapt to challenges and improve their performance.

Table: 16 Results of the correlation between the two variables.

To adapt to challenges and improve their performance		
Availability of resources	Availability of resources	
0.000	0.982	Knowledge management strategies

Source: Prepared by the researcher based on the results of statistical processing.

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From the table it is clear that the correlation coefficient is equal to (0.982), which means a strong and direct correlation between the two variables. Since the level of significance is (0.000), which is less than the approved percentage (0.05), we can say that there is a strong direct relationship between the two variables. Through these results, we reject the null hypothesis and accept the alternative hypothesis that says: There is a relationship between knowledge management strategies and increasing the ability of educational institutions to adapt to challenges and improve their performance.

5.15 Testing the Second Sub-Hypothesis (for the Second Main Hypothesis)

There is a relationship between directing administrative policies and promoting innovation and academic excellence in educational institutions.

H0: There is no correlation without statistical significance between The directing administrative policies and promoting innovation and academic excellence in educational institutions.

H1: There is a relationship between directing administrative policies and promoting innovation and academic excellence in educational institutions.

Table: 17 Results of the correlation between the two variables.

Academic excellence in educational institutions		
Significance level	Correlation coefficient	
0.000	0.978	Directing administrative policies and promoting innovation

Source: Prepared by the researcher based on the results of statistical processing.

From the table it is clear that the correlation coefficient is equal to (0.978), which means a strong and direct correlation between the two variables. Since the level of significance is (0.000), which is less than the approved percentage (0.05), we can say that there is a strong direct relationship between the two variables. Through these results, we reject the null hypothesis and accept the alternative hypothesis that: There is a relationship between directing administrative policies and promoting innovation and academic excellence in educational institutions.

5.16 Testing the Third Main Hypothesis (Impact Hypothesis)

There is a positive and statistically significant effect of using knowledge management on raising the level of educational quality and institutional excellence in educational institutions in Iraq.

H0: There is no statistically significant significant effect of using knowledge management on raising the level of educational quality and institutional excellence in educational institutions in Iraq.

H1: There is a positive and statistically significant effect of using knowledge management on raising the level of educational quality and institutional excellence in educational institutions in Iraq.

Table: 18 Results of the influence relationship for the two variables.

Model summary				
Significance level	F value	The coefficient of determination	Correlation coefficient	knowledge management
0.000	1143.701	0.928	0.964	
Estimate model parameters				
Significance level		B		
0.000		0.440	Constant	
0.000		0.792	Institutional excellence in educational institutions	

Source: Prepared by the researcher based on the results of statistical processing.

Analysis: Through the table, we notice that there is a statistically significant positive effect for the two variables according to employees, and since the significance level is equal to 0.000, which is less than 0.05, and the correlation value is equal to (0.964), then we reject the null hypothesis, and accept the alternative hypothesis, which states that there is a significant effect. There is a positive and statistically significant effect of using knowledge management on raising the level of educational quality and institutional excellence in educational institutions in Iraq.
(explanatory coefficient or determination) indicates a 92.8% impact on decision making.

5.17 Testing the First Sub-Hypothesis (of the Third Main Hypothesis) the Impact Hypothesis)

There is a positive and statistically significant effect of providing accurate data and information on improving educational and administrative decision-making.

H0: There is no statistically significant impact relationship between the statistically significant effect of providing accurate data and information on improving educational and administrative decision-making.

H1: There is a positive and statistically significant effect of providing accurate data and information on improving educational and administrative decision-making.

Table: 19 Results of the influence relationship for the two variables.

Model summary				
Significance level	F value	The coefficient of determination	Correlation coefficient	Providing accurate data and information
0.000	1143.701	0.988	0.984	
	Estimate model parameters			
	Significance level	B		
	0.000	0.440	Constant	
	0.000	0.792	Improving educational and administrative decision-making.	

Source: Prepared by the researcher based on the results of statistical processing.

Analysis: Through the table, we notice that there is a positive, statistically significant effect for the two variables according to employees, and since the significance level is 0.000, which is less than 0.05, and the correlation value is equal to (0.984), then we reject the null hypothesis, and accept the alternative hypothesis, which states that there is a significant effect. Statistical significance: There is a positive and statistically significant effect of providing accurate data and information on improving educational and administrative decision-making. It indicates a 98.8% impact on the outcome of the decision.

5.18 Testing the Second Sub-Hypothesis (of the Third Main Hypothesis) the Impact Hypothesis

There is a positive and statistically significant effect of adopting and promoting a culture of knowledge in promoting excellence and innovation in educational institutions.

H0: There is no statistically significant effect of adopting and promoting a culture of knowledge in promoting excellence and innovation in educational institutions.

H1: There is a positive and statistically significant effect of adopting and promoting a culture of knowledge in promoting excellence and innovation in educational institutions.

Table : 20 Results of the influence relationship of the two variables.

Model summary				
Significance level	F value	The coefficient of determination	Correlation coefficient	Knowledge culture and its promotion
0.000	1143.701	0.956	0.978	
	Estimate model parameters			
	Significance level	B		
	0.000	0.440	Constant	
	0.000	0.792	Promoting excellence and innovation in educational institutions.	

Source: Prepared by the researcher based on the results of statistical processing.

Analysis: Through the table we notice that there is a statistically significant positive effect for the two variables according to employees, and since the significance level is equal to 0.000, which is less than 0.05, and the correlation value is equal to (0.978), then we reject the null hypothesis, and accept the alternative hypothesis that states that there is a significant effect. There is a positive and statistically significant effect of adopting and promoting a culture of knowledge in promoting excellence and innovation in educational institutions. (indicating a 95.6% impact on decision making).

After analyzing the data and studying the relationships between the study variables, the study reached important results that reflect the importance of knowledge management in educational institutions in Iraq. The results showed a positive and significant relationship between the application of knowledge management and improving the quality of educational services, as quality in education has a vital role in achieving educational goals and the satisfaction of learners and parents. The results also showed that knowledge management strategies contribute to increasing the ability of educational institutions to adapt to challenges and improve their performance, which enhances the opportunities for achieving institutional excellence and innovation in the educational environment. In addition, the results showed that administrative policy guidance plays an important role in promoting innovation and academic excellence in educational institutions, as existing policies can direct efforts towards adopting best practices and stimulating innovation and continuous improvement in the field of education.

Finally, the results showed that there is a positive relationship between improving institutional excellence and applying knowledge management, and this reflects the importance of developing knowledge management strategies as a tool to enhance excellence and innovation in educational institutions. These results highlight the urgent need to integrate knowledge management concepts into education strategies and educational policy development in Iraq, with the aim of improving the quality of education and achieving institutional excellence**.**

6. Recommendations

Based on the findings of the study, several recommendations can be proposed to enhance knowledge management and improve the quality of education in educational institutions in Iraq:

- ✓ Promoting a culture of knowledge management: Awareness of the importance of knowledge management should be enhanced and educational institutions should be encouraged to build a culture that promotes knowledge exchange and continuous learning.
- ✓ Developing knowledge management strategies: Educational institutions must develop advanced knowledge management strategies that suit their unique needs and enhance their ability to adapt to changing challenges.
- ✓ Enhancing communication and collaboration: Communication and cooperation between faculty and administration should be enhanced by providing a supportive environment for sharing knowledge and exchanging ideas and experiences.
- ✓ Stimulating innovation and continuous improvement: Educational institutions must be encouraged to adopt a culture of innovation and continuous improvement, and provide the necessary support for innovative initiatives and projects.
- ✓ Integrating knowledge management into teaching and learning: Knowledge management concepts should be integrated into teaching and learning processes, and educational technology should be used as a means to enhance knowledge exchange and stimulate interactive learning.
- ✓ Strengthening educational policies: Educational policies should be developed to enhance the role of knowledge management in improving the quality of education, achieving institutional excellence, and directing efforts towards achieving sustainable education goals.

By adopting these recommendations, educational institutions in Iraq can enhance their capabilities and raise the quality of education through effective and sustainable knowledge management.

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