

# The Impact of Knowledge Management Applications on Institutional Performance in Pediatric Hospitals

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## ABSTRACT

**Objective:** The primary objective of this study was to identify knowledge management processes and examine their relationship with institutional performance in a pediatric hospital setting. By investigating the generation, storage, dissemination, and application of knowledge within the hospital, the study aimed to provide insights into how these processes impact overall performance.

**Background:** In the healthcare industry, knowledge management plays a critical role in enhancing organizational performance and delivering high-quality patient care. Understanding how knowledge management processes influence institutional performance is essential for pediatric hospitals, where effective information sharing and application of knowledge can lead to improved outcomes for young patients.

**Methodology:** The study sample comprised 58 directors and chiefs from various departments within the pediatric hospital. Data collection and analysis were performed using SPSS software. The study utilized previous data from the Sabratha study to collect relevant information. Through surveys and interviews with hospital management, the researchers assessed the effectiveness of knowledge management processes and their correlation with institutional performance.

**Results:** The findings of the study revealed that the knowledge management processes in the pediatric hospital were rated as average. Specifically, the generation, storage, dissemination, and application of knowledge were areas where improvements could be made. Moreover, a statistically significant relationship was observed between knowledge management and institutional performance, highlighting the importance of effective knowledge management practices in achieving organizational goals.

**Discussion:** The results indicate a need for pediatric hospitals to focus on enhancing their knowledge management processes to drive better institutional performance. By investing in strategies that promote knowledge sharing, collaboration, and continuous learning, hospitals can optimize their operations and ultimately improve patient outcomes. Successful implementation of knowledge management initiatives can lead to a more efficient and innovative healthcare environment.

**Conclusion:** In conclusion, this study underscores the importance of knowledge management in pediatric hospitals and its impact on institutional performance. While the current state of knowledge management processes may be average, there is significant potential for improvement. By leveraging effective knowledge management strategies, hospitals can strengthen their capabilities, enhance decision-making, and elevate overall performance levels.

**Keywords:** Knowledge management, pediatric hospitals, institutional performance, information sharing, patient outcomes.

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## INTRODUCTION

In light of the rapid changes in the medical fields, the global system has become characterized by its rapid movement, in which changes are successive and situations change. All this has led to putting organizations in a position to face challenges in their work environment, and knowledge management and its applications acquire the attention and care of many organizations at present by helping them to make Administrative decisions promptly to gain competitive advantages and improve the level of its performance. The success of organizations in general depends on their ability and capabilities to generate knowledge, as there is a prevailing belief now that organizations that use knowledge management should expect high indicators and measures of competitive performance (1). There is no doubt that

knowledge management has made a great development in the ability of management to predict in the short term Improving performance and achieving speed in responding to changes in the surrounding environment (2). As well as the survival of the organization and its superiority the development of its performance and success and the achievement of strategic goals, and since the adoption of knowledge management in the organization achieved several benefits, for example, increasing efficiency and effectiveness, improving decision-making processes, improving performance, increasing productivity and achieving a competitive advantage (3). Therefore, knowledge management is an organizational solution to confront any institution or organization, it has dealt with many studies in the fields of foreign and Arab, as well as in Libya, in the application of knowledge management and its relationship to institutional performance because of its importance in improving the level and improving quality of life.

**The Problem of the Study:** Despite the importance of the term knowledge management and the positive effects that organizations achieve in managing their operations in general by adopting this concept, the world today is witnessing a great accumulation of knowledge with which it is difficult to deal with information and knowledge without organizing classifying and managing it appropriately and solving it is a knowledge management application, therefore. the institution should provide opportunities for continuous learning for its members by adopting the concept of learning institution and dimensions, as the most appropriate tool for change for better development and continuity, to maintain its survival and continuity, and to succeed in light of these developments and change. it needs to search for new methods and methods and methods.

- What is the role of knowledge management and its relationship to institutional performance?
- How does knowledge management contribute to improving performance?

**Objectives of the Study:** This study seeks to achieve the following objectives:

- 1) Determine the extent of knowledge management's application in the children's hospital;
- 2) Identify the relationship between knowledge generation and institutional performance;
- 3) Identify the relationship between knowledge storage and institutional performance;
- 4) Identify the relationship between knowledge sharing and institutional performance; and
- 5) Identify the relationship between knowledge application and institutional performance.

**The importance of Studying:** The importance of knowledge management lies in increasing the ability of workers to perform their tasks efficiently and effectively, as it helps save time by improving the decision-making process and Identifying, developing, sharing, and applying the required knowledge.

**The Study Population and the Sample Size:** The study population comprised office managers, department heads, and their deputies. This study targeted individuals in managerial roles at a children's hospital. A total of 60 questionnaires were distributed, and 58 were returned.

**The Time of the Study:** Data collection commenced on September 14, 2022, and concluded on September 19, 2023.

**The Limitations of the Study:** We encountered two obstacles. First, some department heads did not accept the questionnaire. Second, the questionnaire was not delivered to us on time.

## THEORETICAL FRAMEWORK

In the business world, knowledge management is a concept that has been around for a while. Due to the growing amount of information that healthcare workers must handle, the healthcare sector has also recently begun to pay greater attention to knowledge management. Today, a healthcare organization needs to figure out how to manage the flow of information in and out of the system (1).

Creating an atmosphere in the workplace that encourages, produces, transfers, and exchanges information is known as knowledge management. Establishing a suitable organizational culture to facilitate efficient leadership is another goal in order to acquire and preserve a competitive edge (2).

**Objectives Knowledge Management:** Widely used to facilitate the management of this knowledge in healthcare organizations. The purpose of this study is to develop a knowledge management system success model for healthcare organizations (3).

**The Importance of Knowledge Management:** It is a systematic, integrative process to coordinate activities in the direction of its objectives, reduce cost, increase revenues, enhance the organization's ability to maintain institutional performance, and a stimulating tool to encourage the creative capabilities of its human resources and create new knowledge (4).

## TYPES OF KNOWLEDGE MANAGEMENT

**Explicit Knowledge:** it is ready and accessible knowledge documented in formal knowledge sources that are usually well-organized.

**Tacit Knowledge:** It is the knowledge that can be accessed through inquiry and discussion, but it is informal knowledge that must be developed.

**Latent Knowledge:** It is knowledge that can only be accessed indirectly, and this is done with difficulty through methods of cognitive deduction and observation of behavior.

**Anonymous Knowledge:** it is innovative or revealed knowledge through the activity of discussion, research, and experimentation (5).

**Knowledge Management Process (KMP):** The knowledge management process are series of activities an organization puts in place for the facilitation and use of knowledge. the management of knowledge is a continuous process in which one form of knowledge is transformed into the other.

**Identified Some Processes of Knowledge Management to Involve:**

**Knowledge Acquisition and Generation:** Acquisition in knowledge management deals primarily with tacit knowledge although it also acquires explicit knowledge. the tacit knowledge can be transferred to explicit knowledge through externalization, that is, the tacit knowledge is converted to recorded form, in documents or databases for reference by others (5).

**Knowledge Storage:** The knowledge created and acquired needs to be properly stored and preserved for subsequent access and use (6).

**Knowledge Sharing:** It is a key component in knowledge management (7).

**Knowledge Application:** Once knowledge is shared among people in the organizations, the shared knowledge should be applied to solve a problem. According to Dhamdhare (2015b), if the gathered, stored, created and shared knowledge is not applied properly the whole process would be in vain, and for proper knowledge application, the knowledge management process should be communicated to users (8).

**Obstacles to Applying Knowledge Management:**

1) Weakness of the infrastructure required for knowledge management or weakness of its use in the appropriate manner and mechanism; 2) The belief that access to knowledge is the goal, not the use and application of this knowledge; 3) The lack of clarity in the concept of knowledge among those in charge of the administrative process and their focus on explicit knowledge, which is most of the time the most important and most effective (9); 4) Lack of support from senior management and lack of human cadres; 5) Weakness of the financial and material resources necessary for the success of the administrative process (10); and 6) Routine and negative in performing work on poor performance of tasks.

**Institutional Performance:** This is the basic stage of strategic management in facilitating institutions. institutional performance is considered the most contributing factor to achieving its main objective. Performance is the common denominator of all efforts made by management and employees within the framework of institutions balanced performance is also considered one of the means to assess and measure the level of progress in performance to achieve enterprise goals.

**The Concept of Institutional Performance:** The concept of performance is widely used to express the extent to which goals are achieved or the extent to which resources economize as it expresses the accomplishment of tasks: first the linguistic concept is the French language dictionary Jarousse. Second, the terminological concept defines performance according to P. Druker looks at performance as the institution's ability to continue and survive.

Achieved by a balance between the satisfaction of shareholders and workers. It is also known as the integrated system for the results of the institution's work in light of its interaction with the elements of its internal and external environment, and it includes dimensions (11).

1) The performance of individuals within the framework of their specialized organizational units; 2) The performance of organizational units within the framework of public policies; and 3) The performance of the institution within the framework of the economic, social, and cultural environment.

You define performance according to Angeliser...he sees that "the performance of the institution is embodied in its ability to implement its strategy and enable it to confront competing forces, i.e. the ability of the institution to continue in the desired manner in an evolving competitive market, and this requires evening and effectiveness."

**The Importance of Institutional Performance:** The importance of performance is great it is considered the means of reaching a specific and specific goal, as it is the outcome and final result of all the activities carried out by the organization: **1)** It is considered the means aimed at reaching a specific and special goal; **2)** It is considered a tool to know the state of the organization; **3)** It is used as a tool to find out the imbalance in achieving the goals; and **4)** it helps to translate the result (12,13).

**Institutional Performance Characteristics:** Many researchers defined performance as the integrated system for the results of the institution's works, and it has several characteristics, the most important of which are: **1)** Maintaining stability and continuity of work through previous experiences and performance that enrich the institution and inherited these experiences from generation to generation so that the institution is not affected by the absence or change of leaders; **2)** Relying on the collective performance and participation in decision-making from specialists and experts to the management of the institution, and institutional work ensures that the head of the institution is not alone in managing and making decisions; **3)** Investing the efforts of all individuals working in the institution towards the development of the institution within a clear framework of duties and responsibilities, and collective participation in achieving the goals; **4)** Choosing the best management methods and theories that achieve superiority for the institution at the level of services provided; **5)** Focusing on the human elements and their development and rehabilitation continuously and attracting the best competencies through a developed policy adopted by the institution in employment; **6)** Enhancing the loyalty and belonging of employees to the institution and its system, as it is an institution, as it is an institution for all that requires diligent work for its progress; **7)** institutional work ensures the creation of alternative leaders and allows the privileged to advance to the top; and **8)** Not to be alone in the work, because the individual work shows the fingerprints of its owner clear, his weakness in one the work, but doesn't accept the level that seeks continuous evaluation of performance (14).

**The Relationship of Knowledge Management to Improving the Level of Institutional Performance:** One of the most important concepts of the current era is that strong competition and creativity do not result from the use of modern and advanced machines and devices, but rather from the institution's control of its performance as the most important element in addressing the problems it faces in addition to the effective role of knowledge management to improve performance. Performance improvement means: measuring the outputs of a particular process or procedure to increase the level of outputs and results through increasing effectiveness, increasing efficiency, and performance improvement can also be applied at the level of individuals, departments, institutions, or work teams. Improving performance means using all available resources to improve output and work productivity and achieve integration between the right technologies. improving performance requires a balance of a set of elements; quality, productivity, and cost This integrated approach is called (comprehensive improvement management). Performance improvement can be defined as the good use of the resources available to the institution to find a way to address the problems it faces. The process of improving performance is based on the following principles: **1)** Awareness of achieving customer needs and expectations (internal / external); **2)** Removing barriers and obstacles and encouraging the participation of all employees; **3)** Focusing on systems and processes; and **4)** continuous measurement and management follow-up.

## LITERATURE REVIEWS

**The Impact of Knowledge Management in Enhancing Administrative Performance in Government Institutions in Qalqilya Governorate (Nour Taher Al-Aqraa, 2020) (15).**

The purpose of this study is to investigate the impact of knowledge management on enhancing administrative performance in government institutions in Qalqilya Governorate. Data was collected using a questionnaire from 56 workers in government institutions. The research follows a descriptive-analytical approach. The overall percentage of the questionnaire expressions was 0.874, indicating stability. The most significant finding of the research was that the response to the impact of knowledge management on enhancing administrative performance was very high, at 81.99%.

**The Role of the Knowledge Process in Improving the Performance of Educational Institutions (Al-Nisr et al., 2019) (16).**

The study aimed to identify how knowledge management processes impact institutional performance at Umm Al Rabea College of Science and Technology. The study formulated a main hypothesis and sub-hypotheses, which were tested on a sample of the college community. It used a descriptive-analytical approach and a questionnaire to collect, analyze, and interpret data using the SPSS program. The results showed that knowledge management processes play an important role in improving institutional performance. The analysis revealed that generating and storing knowledge had a stronger correlation with performance improvement than distributing and applying knowledge in the college.

**The Role of Knowledge Management in Improving the Performance of the Economic Enterprise (M. Amal, 2018) (17).**

The study aimed to explore how knowledge management can enhance the performance of an economic institution. Knowledge management is considered an important and effective way to use knowledge to achieve institutional objectives, gain a competitive advantage, and create value. It focuses on improving performance through various dimensions of balanced performance. This shows that the institution places great importance on knowledge management to improve its overall performance.

**Knowledge Management and its Relationship to the Level of Excellence in Performance from the Point of View of the Faculty Members at Al-Istiqlal University (Halsa Muhammad, 2018) (18).**

The study aimed to showcase the significance of knowledge management in helping institutions thrive and improve their effectiveness and performance amidst the significant challenges they encounter. It emphasized how knowledge management adds value to an institution, fosters a competitive advantage, and enhances flexibility through the adoption of coordinated and innovative approaches. The study concluded that knowledge management processes positively impact institutional performance by enhancing organizational knowledge. Additionally, it found that the Faculty of Economic Sciences effectively applies knowledge at an average rate.

**Knowledge Management Processes and their Relationship to Institutional Performance (Belhaj, 2017) (19).**

This study aimed to identify the processes of knowledge management and their relationship to institutional performance at Al-Zawiya Teaching Hospital. The study followed a descriptive-analytical approach and found a statistically significant relationship between knowledge management processes and institutional performance at Al-Zawiya Teaching Hospital.

**Requirements and Constraints of the Application of Knowledge Management (Ghadir, Basem Ghadir, 2016) (20).**

This study aimed to identify the requirements and constraints for implementing knowledge management at Tishreen University. The study focused on employees in the central administration of the university. The researcher utilized a questionnaire to collect data and successfully retrieved 160 out of 200 distributed questionnaires.

**METHODOLOGY**

A comprehensive questionnaire was employed as the principal instrument for data collection (35). The questionnaire encompassed three distinct sections. The first segment aimed to gather demographic information, encompassing details such as age, gender, educational attainment, and occupational background. The second section centered on exploring knowledge management, while the third segment evaluated institutional performance using a set of five-point Likert scale questions (ranging from "strongly agree" to "strongly disagree"). The collected data was subjected to analysis using the Statistical Package for the Social Sciences (SPSS). The dimensions of knowledge management and institutional performance are shown in Tables 1 & 2, respectively.

**Table 1: Dimensional knowledge Management**

Source	Question
Knowledge Acquisition & generation	1-2-3-4-5
Knowledge storage	1-2-3-4-5
Knowledge sharing	1-2-3-4-5
Knowledge application	1-2-3-4

**Table 2: Dimensional Institutional Performance**

Source	Question
Institutional Performance	1-2-3-4-5-6

**RESULTS AND DISCUSSION**

The analysis of the sample data was conducted using a computer and a statistical package analysis (SPSS) with the following steps: 1) Calculation of percentage and frequency; 2) Computation of the mean and standard deviation; and 3) Examination of the correlation.

The data was collected using a five-point scale ranging from "Strongly Disagree" (1) to "Strongly Agree" (5).

Direction	Scale
First direction	1.00 – 1.79
Second direction	1.80 – 2.59
Third direction	2.60 – 3.39
Fourth direction	3.40 – 4.19
Fifth direction	4.00 – 2.50

### DEMOGRAPHY DATA

#### The Sample Based on Gender:

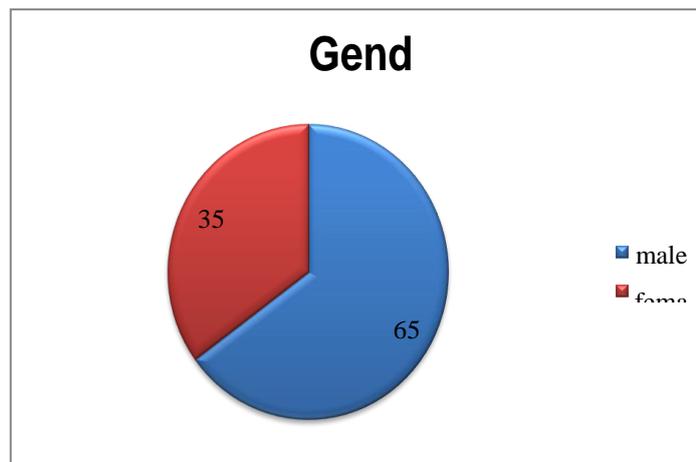


Figure 1: Distribution of Sample Members by Gender

Fig. 1 displays the gender distribution of the sample, with males representing the majority (64.91%) and females representing the remaining portion (35.09%).

#### The Sample Based on Age:

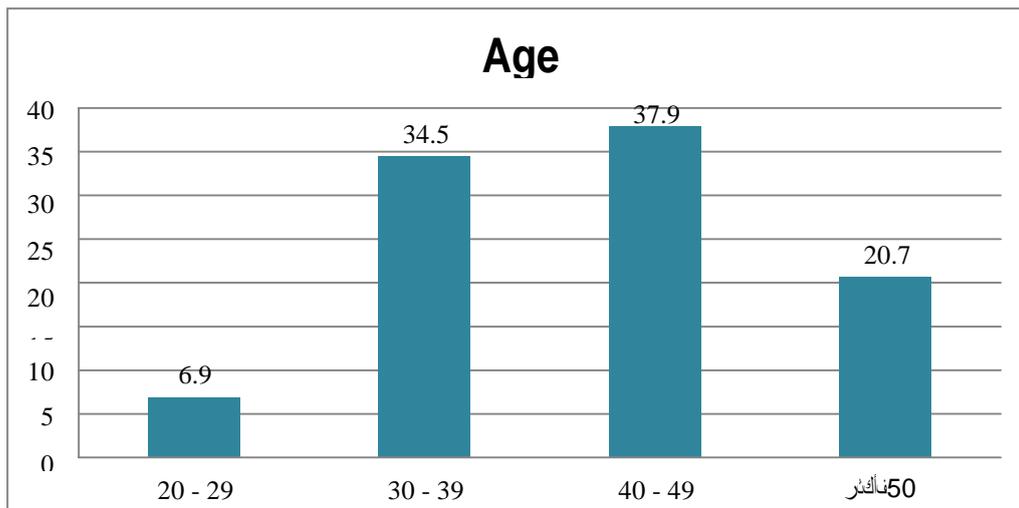
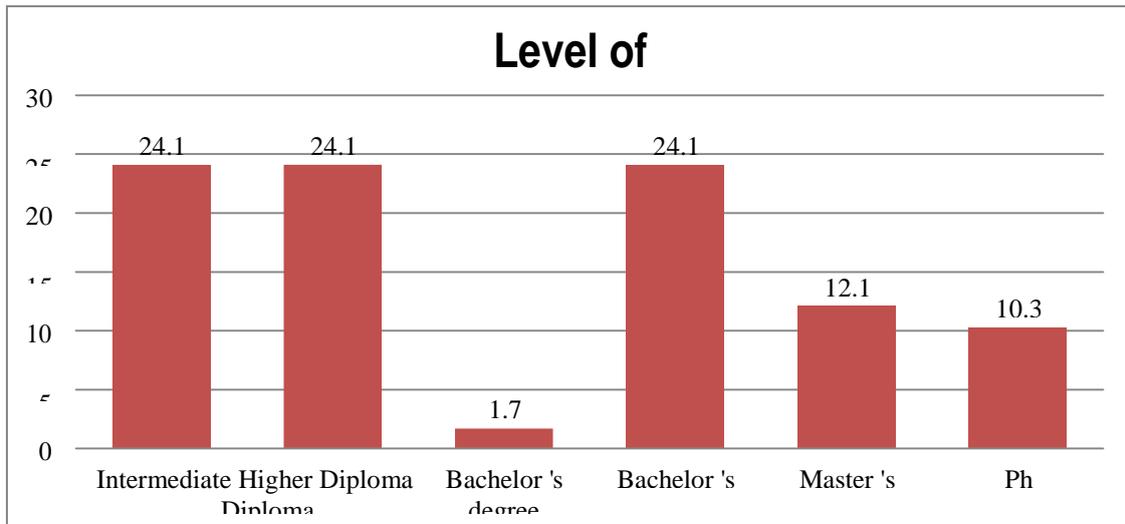


Figure 2: Distribution of Sample Members by Age.

Fig. 2 displays the distribution of the sample based on age, with the highest percentage (37.93%) in the 40-49 age group and the lowest percentage (6.89%) in the 20-29 age group.

**The Sample Based on Educational Level:**



**Figure 3: Distribution of Sample members by Education Level**

Fig.3 displays the distribution of the sample based on education level. The highest percentage (25.0%) is for Bachelor's, Intermediate diploma, and High diploma, while the lowest percentage (1.786%) is for Bachelor's degree.

**ANALYSIS OF THE SAMPLE**

**Demographic Data**

**Table 1: The Frequencies and Percentages by Gender Variable**

Gender	Frequencies	Percentages
Male	37	63.8
Female	20	34.5
Total	57	98.3

From Table 1, approximately 63% of the participants are males, while the remaining 34% are females, with a higher number of males than females.

**Table 2: The Frequencies and Percentages by Age Variable**

Age	Frequencies	Percentages
20-29	4	6.9
30-39	20	34.5
40-49	22	37.9
50	12	20.7

From Table 2, the rate of increase is 37% for employees aged 40–49, and there is a decrease of 6.9% for the age group of 20-29.

**Table 3: The Frequencies and Percentages by Educational Level**

Educational Level	Frequencies	Percentages
Intermediate diploma	14	24.1
High diploma	14	24.1
Bachelor's degree	1	1.7
Bachelor of	14	24.1
Master's	7	12.1
PhD	6	10.3
Total	57	96.4

From Table 3, the rate of increase is 24.1% for the intermediate diploma, high diploma, and bachelor's degree, and the percentage decrease is 1.7% for the bachelor's degree.

**Table 4: Dimension Generation Knowledge**

	<b>Std. Dev.</b>	<b>Mean</b>	<b>Max</b>	<b>Mini</b>	<b>N</b>	<b>Statement</b>
OK	0.87791	4.0345	5.00	2.00	58	Hospital staff dialogue encourages the exchange of ideas.
OK	1.16011	3.1053	5.00	1.00	58	Guards the hospital to attend training courses and conferences for employees.
NEUTRAL	0.90217	2.8421	5.00	1.00	58	The administration uses the method of brainstorming with the staff to participate in solving the problems directed by the hospital.
NEUTRAL	1.27807	2.7895	5.00	1.00	58	Employees are encouraged and motivated to generate innovative ideas and are rewarded.
NEUTRAL	1.08215	3.1579	5.00	1.00	58	The hospital works on exchanging knowledge through teamwork.
NEUTRAL	0.74551	3.2000	4.80	1.20	58	Total

According to Table 4, we observed that the highest value of the arithmetic mean is 4.0345, while the lowest value is 2.7895. The arithmetic mean of the dimension is 3.2000, and the heading mean is neutral. This result is consistent with the study published in the Sabratha University Scientific Journal on "Knowledge Management Processes and their Relationship to Institutional Performance," which reported an arithmetic mean of 3.050. However, it contradicts the findings of the study conducted at Umm al-Rabi College of Science and Technology on "Management Processes in Improving the Performance of Educational Institutions," where the arithmetic mean was reported as 2.12 and indicated agreement.

**Table 5: Dimension of Knowledge Storage**

	<b>Std. Dev.</b>	<b>Mean</b>	<b>Max</b>	<b>Min</b>	<b>N</b>	<b>Statement</b>
NEUTRAL	1.03267	2.9298	5.00	1.00	58	Hospital staff can freely access documents and knowledge stored in the hospital.
OK	0.98326	3.4561	5.00	1.00	58	The hospital stores knowledge in the knowledge system.
NEUTRAL	1.09023	3.2456	5.00	1.00	58	The hospital documented previous experiences in brochures or through systems to be applied later.
NEUTRAL	1.14571	3.3860	5.00	1.00	58	Stored knowledge is obtained from different places easily.
NEUTRAL	1.21499	3.3333	5.00	1.00	58	The hospital is concerned with the extent to which employees apply knowledge when evaluating their Performance.
NEUTRAL	0.79596	3.2702	4.40	1.20	58	Total

In Table 5, we observed that the highest value for the arithmetic mean is 3.4561 and the lowest is 2.9298, with an overall arithmetic mean of 3.2702, indicating a neutral heading mean. These findings are consistent with a study in the Sabratha University Scientific Journal that explored knowledge management processes and their impact on institutional performance, where the arithmetic mean was reported as 3.2702. However, it contrasts with a study at Umm al-Rabi

College of Science and Technology, which focused on management processes in enhancing educational institutions' performance and reported an arithmetic mean of 2.16, leaning towards agreement.

**Table 6: Dimension transfer and dissemination Knowledge**

	Std. Dev.	Mean	Max	Min	N	Statement
NEUTRAL	1.11915	2.8772	5.00	1.00	58	The internal communication networks are clear and open to facilitate the transfer and exchange of knowledge in the hospital.
NEUTRAL	1.12585	3.0175	5.00	1.00	58	The hospital uses mechanisms and means to exchange knowledge between individuals and groups at organization levels.
NEUTRAL	1.16650	2.9464	5.00	1.00	58	Hospital staff frequently share knowledge based on their experience.
NEUTRAL	0.96967	2.9286	5.00	1.00	58	Hospital staff often share official reports and documents that they prepare themselves.
NEUTRAL	1.01403	3.3393	5.00	1.00	58	Encourages the exchange of information and knowledge between team members and different units.
NEUTRAL	0.87117	3.0237	4.40	1.40	58	Total

In Table 6, we observe that the highest value of the arithmetic mean is 3.3393 and the lowest value is 2.8772. The arithmetic mean of the dimension is 3.0237, indicating a neutral heading mean. This finding aligns with the research in the Sabratha University scientific journal on knowledge management processes and their impact on institutional performance, where the arithmetic mean was 3.230. It also corresponds with the study conducted at Umm al-Rabi College of Science and Technology on management processes in enhancing educational institution performance, where the arithmetic mean was 1.34, indicating a neutral direction.

**Table 7: Dimension application Knowledge**

	Std. Dev.	Mean	Max	Min	N	Statement
NEUTRAL	1.10158	3.1636	5.00	1.00	58	Hospital staff always know they can find the expertise and knowledge they need.
NEUTRAL	1.09069	3.2857	5.00	1.00	58	The knowledge system helps in solving work-related problems.
NEUTRAL	1.11252	3.0545	5.00	1.00	58	Employees feel that the knowledge is freely available to apply it.
NEUTRAL	1.12585	3.0714	5.00	1.00	58	The hospital is able to benefit from knowledge to improve business effectiveness and refine the vision of the strategy.
NEUTRAL	0.91680	3.1477	5.00	1.25	58	Total

In Table 7, we observe that the highest value for the arithmetic mean is 3.2852, and the lowest value is 3.0545. The arithmetic mean of the dimensions is 3.1477, indicating a neutral heading mean. This result aligns with a study published in the Sabratha University scientific journal on knowledge management processes and their relationship to institutional performance, where the arithmetic mean was 3.057. It also corresponds to a study conducted at Umm al-Rabi College of Science and Technology on management processes in improving the performance of educational institutions, where the arithmetic mean was 1.24, also heading towards neutral.

**Table 8: Dimension institutional performance**

	Std. Dev.	Mean	Max	Min	N	Statement
NEUTRAL	1.13831	3.0877	5.00	1.00	58	Through knowledge management, the hospital can achieve organizational Efficiency.
NEUTRAL	1.09545	3.2000	5.00	1.00	58	Through hospital knowledge management, customer satisfaction is achieved.
OK	1.01955	3.4737	5.00	1.00	58	Through knowledge management, the hospital can make decisions.
OK	1.04993	3.8364	5.00	1.00	58	knowledge management improves the quality of work performance.
NEUTRAL	1.24408	3.3750	5.00	1.00	58	Raising the level of employee effectiveness and the ability knowledge management.
NEUTRAL	1.10357	3.0179	5.00	1.00	58	There is an organization for coordination and cooperation between the different level of business development.
NEUTRAL	0.86364	3.3275	4.67	1.00	58	Total

According to Table 8, the highest arithmetic mean value is 3.8364, and the lowest is 3.0179. These values indicate a neutral mean for the dimension. This finding aligns with the results from a study in the Sabratha University Scientific Journal, which reported an arithmetic mean of 3.007 for knowledge management processes and their relationship to institutional performance. However, this contradicts the findings of a study at Umm al-Rabi College of Science and Technology, where the arithmetic mean was 2.28, indicating agreement in improving the performance of educational institutions.

**Table 9: The Pearson Correlation Coefficients and Significance Levels (p-values) for the relationship between Knowledge Types and Institutional Performance**

	Storage Knowledge	Transfer Knowledge	Application Knowledge	Institutional Performance
<b>Generation Knowledge</b>	$r = 0.571, p < 0.001, N = 57$	$r = 0.637, p < 0.001, N = 57$	$r = 0.689, p < 0.001, N = 57$	$r = 0.574, p < 0.001, N = 57$
<b>Storage Knowledge</b>		$r = 0.636, p < 0.001, N = 57$	$r = 0.582, p < 0.001, N = 57$	$r = 0.465, p < 0.001, N = 57$
<b>Transfer Knowledge</b>			$r = 0.797, p < 0.001, N = 57$	$r = 0.673, p < 0.001, N = 57$
<b>Application Knowledge</b>				$r = 0.731, p < 0.001, N = 57$

Table 9 shows the following: Firstly, Generation knowledge is significantly positively correlated with all other knowledge types ( $p < 0.001$ ) and with institutional performance. This may mean that people with high generation knowledge will tend to have good scores in other areas of knowledge and display better organizational results.

Secondly, Storage knowledge is also significantly positively correlated with all other types of topics ( $p < 0.001$ ) although it has a weaker correlation to institutional performance than generation knowledge. Therefore, while those who are knowledgeable about storage might be skilled in other areas too they may not always demonstrate this expertise through high institutional performance.

Thirdly, for Transfer Knowledge: Transfer knowledge  $p < 0.001$  shows strong positive correlations with generation, storage as well as application facts. This strongly indicates that individuals with transfer knowledge can apply their skills efficiently and contribute towards the success in an institution. Finally, Application Knowledge shows higher positive correlations to Generation Knowledge, storage Knowledge and transfer of learning among others ( $P < 0.01$ ) though its correlation with institutional performance is moderate which means that while application knowledge is important for overall knowledge proficiency, it might not be as directly linked to institutional performance as transfer knowledge.

**Effect Sizes (Cohen's d):** Since the correlations are high, we can use Cohen's d to estimate the effect sizes:

Generation knowledge & Institutional performance:  $d = 0.73$

Storage knowledge & Institutional performance:  $d = 0.58$

Transfer knowledge & Institutional performance:  $d = 0.92$

Application knowledge & Institutional performance:  $d = 0.98$

These effect sizes are considered large to very large, suggesting substantial practical significance.

### CONCLUSION

- 1) The study revealed 63.8% more males than females (34.5%).
- 2) The results indicated that the highest percentage (37.9%) was for ages between 40 and 49.
- 3) Workers with a high school diploma and those with a bachelor's degree were represented in equal proportions (34.1%).
- 4) The results showed that the generation of knowledge in the children's hospital had an average score of 3.200, indicating a neutral level.
- 5) The study demonstrated that knowledge storage in the children's hospital was at a neutral level, with an average score of 3.2702.
- 6) The study indicated that the transfer and dissemination of knowledge in the children's hospital had an average score of 3.0237, reflecting a neutral level.
- 7) The average score for applying knowledge in the children's hospital was 3.1477, indicating a neutral level.
- 8) The results demonstrated the institutional performance in the children's hospital, with an average score reflecting a neutral level of 3.3275.
- 9) The study suggested that knowledge management and its relationship to institutional performance were neutral.

### RECOMMENDATIONS

Based on the study findings and statistical data analysis, the following recommendations were made:

- 1) Develop knowledge plans to ensure institutional objectives are met.
- 2) Hire knowledge management specialists to provide expertise in generating knowledge through training and cultural courses.
- 3) Provide financial and moral incentives to senior management to enhance knowledge acquisition and improve institutional performance.
- 4) Recognize and reward creative employees to encourage innovative contributions.
- 5) Document and share institutional experiences, including successful and unsuccessful outcomes.

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