

The Role of Knowledge Management Strategies in Achieving Organizational Excellence Field research in a sample of the Iraqi private banks

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Abstract: This research aims to measure the role of knowledge management Strategies in achieving organizational excellence in Iraqi bank sector by a sample of (12) private banks randomly chosen. A sample of personnel in these banks are chosen, they are about (120) managers in different positions (agent managers, a branch manager, assistant manager and section manager). In order to answer the questions prepared for this purpose, conduct interviews with some of them and gain data concerning the research's variables, which were statistically analysed through using a set of statistic measurements: { Mathematical average, standard deviation, coefficient of variation, rate of respond, simple correlation coefficient, simple linear regression, the explanation coefficient (R2), test (T), test (F)}. The final result of this research is a set of conclusions, which matched the hypotheses and the most important are: (banks researched interest of all the variables and dimensions of search, there is a significant correlation between the Search variables and Sub dimensions, having effect relations of knowledge management strategies in achieving organizational excellence in the banks concerned).

I. Introduction

Most of organizations and sectors face a huge challenges and difficulties at the moment in business environment, which is unstable and continually changing. These changes became a reality and a binding feature of today's organizations. Banks sector is one of the most important factors of economical progress, and one of the most effect sectors of economical system of a country. Hereof, emerges the necessity of encountering challenges, which block bank activities. Many of variables and factors with motive statue gave the environment of these banks features, which are:- power of competition, globally spread the banking business and the need to improve the desirable personnel to be bank managers.

All these features obliged today's banks to look for the essential basis, which we can encounter these challenges through. Also facing these challenges strongly and firmly, in order to be able and achieve excellence in business and defeat competitors.

The reality of banks today shows many choices and encounters, through which it can achieve aims wanted. It's obviously clear that the importance of achieving diversions in performance, depending upon the most important elements, that are capable to give banks excellence, which are not visible to others, presented as knowledge management strategies. These strategies present the core of diversion in organization's directions towards desirable excellence, through perfect investment of knowledge and Significant supplies, encountering challenges by using knowledge frames and futuristic thinking, became an urgent necessity for all organizations including banks.

This research is divided into four fields:-

- **First Field:** methodology of research.
- **Second Field:** Theoretical frame of research, consists of two articles:-
a-first: knowledge management strategies.
b-second :organizational excellence .
- **Third Field:** Describing research's variables and its hypothesis checking.
- **Fourth Field:** Conclusions and Recommendations.

II. First Field Methodology Of Research

1-Research problem

Research problem present though a set of questions as follows:-

1. A-what is the concern's extent of banks concerned in knowledge management strategies.
2. B-what is the concern's extent of banks concerned in organizational excellence.
3. C-Is there a correlation between knowledge management strategies and organizational excellence.
4. D-Is there effects for knowledge management strategies in achieving organizational excellence.

2-Research Importance

It is presented through articles below :-

1. A-The importance of the banking sector and its role in forming the country's economic and supporting development and luxury. Therefore, improving this important sector is mostly needed.
2. B-Achieving organizational excellence intentionally and implementally ,as what this research and past studies recommend .
3. C-This research though practical implement, can give solution for some problems that might face banks concerned.
4. D-Results of correlation effect relations between the variables of this research and these which will be achieved through ground research ,will help management leadership in bank concerned to recognize the most linked elements ,the most effect to give them the required priority and significance.

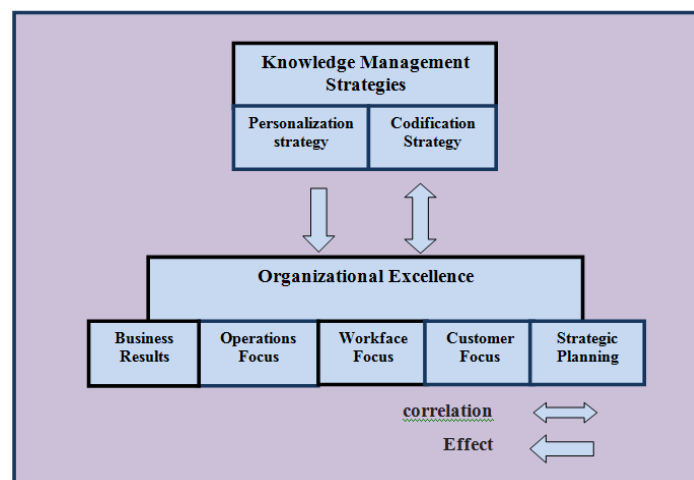
3-Research's goals

This research is an implementary, theoretical and diagnostic trial to analyze the relation between research variables "conduct of leadership and organizational excellence ". So this research is up to the following :-

1. A-Displaying the importance of knowledge management strategies, for its strategic existence to achieve excellence upon its competitors.
2. B-Checking concern's extent of banks concerned with concepts of knowledge management strategies and organizational excellence.
3. C-Personalization of level and nature of correlation relations between knowledge management strategies and organizational excellence of banks concerned.
4. D-Personalization of level nature of effect relations up for knowledge management strategies to achieve organizational excellence.

4-Hypothetical planned to search

As seen from the aims and problems of this research, and through its supplementary and theoretical frame, a hypothetical planned have been designed describes logical relations between research variables as describe in shape (1) .



Shape(1)

Hypothetical planned to search

5-Research Hypothesis

In order to achieve research's aim and check its hypothetical planned, this research depends up on the following hypothesis :-A-There is a correlation relation with significant evidence between knowledge management strategies with its dimensions and organizational excellence with its dimension.B-There is an effect relative with Significant evidence for knowledge management strategies with its demolitions to achieve organizational excellence with its Dimension.

6-Research limits

A-Research's human limits :- human limits are represented by a set of leadership in Iraqi private banks who occupy the following positions : (agent managers, a branch manager, assistant manager and section manager)

B-Research's place limits :- place limits are represented by a sample of Iraqi private banks ,which are (12) randomly chosen .In addition to a few branches in Baghdad, Karbala, Babylon, Najaf and Diwanya.

C-Research time limits :- time limits are represented by the period that the researcher spent to collect basic information about the society concerned ,and conduct interview with some of the personally concerned and distribute the questioner, get it back if the time limit exceeds from 3rd Jan .2016 to 3rd Mar.2016 .

7-Research Tools

In order to achieve the goals we ,depend up on the following in collection data procedure :-

A-theoretical frame References :- In order to over which the theoretical side of this research ,we depend up on knowledge efforts and research`s authors shavings ,which represented by scientific references of books, letters, thesis, magazines, researches and scientific studies, along with internet.

B-field frame Tools :- Researcher depends up on the from to cover the field side as a major tool to gain data and information, and up on few global measures. An initial, experimental sample of the form have been displayed to specialized experts, to confirm their point of view. This questioner was built in accordance to global parameter as follows:-

- 1- Knowledge management strategies measure (Hansen et al,1999)
- 2-organizational excellence measure (Malcolm baldrige)

8-Statistic Analysis methods used in Research

Researcher used a set of statistical methods, employed the statistical program (SPSS19) to describe research variable, check it`s hypothesis. The used statistical methods can be explain through :{ Mathematical average, standard deviation, coefficient of variation, rate of respond, simple correlation coefficient, simple linear regression, the explanation coefficient (R2), test (T), test (F)}.

III. Second Field Theoretical Frame Of The Research

First: Knowledge management strategies

1-Knowledge management strategies` concept

There have been many concepts for knowledge management strategies ,which were expressed by many authors and researchers, as shown below:-

Schedule (1)

knowledge management strategies concept according to a set of researches' and authors' opinion

No	Reference	Concept
1	(prusak,2008:1)	Plans held by organization to achieve balance between its internal capabilities and its exterior environment
2	(percin,2010:454)	Strategies which help to create ,build ,store and use trusted knowledge for the organization .
3	(Alex et at,2012:210)	The best achievement foreseen of distinguished knowledge business and achieving competitive feature of the organization.
4	(Oluike,2012:863)	Are the strategies that fulfill goals and organization vision by using obvious and implied knowledge existed in the organization.
5	(Boukis,2014:23)	Methods that enables the organization to develop creative products and services that strategically distinguished from competitors.

Reference: By the two researchers from literature

According to researcher`s opinion, the definition of knowledge management strategies is: (A set of decisions, methods and futuristic plans of flow and interaction of knowledge and its aggravation inside the organization, in accordance to the variables and environmental factors to add the value and be distinguished) .

2-The importance of knowledge management strategies

It has a great deal of importance, the following articles shows that, in accordance to many authors and researchers :-

- 1. knowledge management strategies limit the desirable techniques and procedures of knowledge flow actively and efficiently (Snyman& Kruger,2002:261) .
- 2. Clearing knowledge management strategies from Psychological Contract, in order to create harmony between personnel and their organizations ,through realization of how to fill personnel needs, build good relations with them (Donohue,2007:75) .
- 3. knowledge management strategies steer the profit procedure of mental abilities and capabilities existed in the organization to its maximum (Bani& Alhawary,2009:9) .
- 4. knowledge management strategies share knowledge culture, build education capabilities and evoke competition via human intelligence (Alex et al, 2012:216) .
- 5. knowledge management strategies contribute in reducing time needed to achieve business, that will increase productions and services rate.(Alex et al,2012:216) .

3- knowledge management strategies ' Dimensions

The researcher depended upon two dimensions, of knowledge management strategies issued by (Hansen et al,1999). Its sample represented by "Codification strategy and Personalization strategy". This sample was chosen for its independence and totality. We will explain these dimensions in detail as follows :-

• **Codification strategy :**

This strategy is based upon focusing at the technical side, which conduct its role by Codification knowledge in a form of tools, instruction and operations, depending on supporting information technology in using official methods to gain knowledge, store and share it (Hansen et al, 1999:116) . declared (Lamprini&Nasipoulos, 2014 :22) that Codification strategy represents the knowledge technique , which leads to quantum economics in knowledge. The coded knowledge can be used again and again, so that will continually improving and revising knowledge .

• **Personalization strategy :**

Personalization strategy concerns with knowledge linked by humanitarian side, and direct humanitarian interaction .This strategy is based on hypothesis , that a great deal of knowledge available in the organization is an implied knowledge , which in turn correlations vastly by the person who shares and improves that knowledge by direct connection (Hansen et al , 1999:116).Also, this strategy focuses on dialogue between people, but it does not cancel computers and technical role, In fact ,it represent s tools that help people to dispatch knowledge .(Mangiarotti& Mention 2015 ;19).

IV. Organization Excellence

1- Organization Excellence` concept

We can display many researchers` and authors` opinion about organizational excellence concept through this schedule :-

Schedule (2)

Organizational excellence concept according to a set of researches' and authors' opinion

No	Reference	Concept
1	(Ahmed, 2010:42)	The ability to grow with containing a perfect, value and a creative vision for achieving excellence.
2	(Al-Faouri et al, 2001:4)	The ability to reach super performance levels , that can respond all stakeholders' need and expectations.
3	(Kazemi et al, 2012:108)	Working on increasing the needed effort to respond people Requirements and the ability to draw Customers, keep them and create a real improvement through creativity .
4	(Zad et al, 2013:383)	Concerning with continual improvement and contributing in increasing profit by gaining Customer's satisfaction, in an internal environment that supports success.
5	(Eran et al, 2015:576)	Oragnization's ability to achieve continual education ,improving talents, direct achievement perfectly ,that can serve the organization and the consumer.

Reference: By the two researchers from literature.

2-Organizational excellences` features

Organizational excellence has a great importance due to its features achieved, the most important of them are :- (Tannar,2005:22)

- (1) Enables the management to know strategic gaps and easing its revealing process.
- (2) Leads to know and understand the value of social roles and its purposes.
- (3) Increase the ability of respond to environmental changes and harmonically work with.
- (4) Help to achieve goals and profits for internal stakeholders like: stock holders, managers and workers. Also external like: Customers, markets, organizations and else.

While (Robin,2006:18) declared that the most important features achieved by organizational excellence are :-

- (1) Work on increasing the continuity and correlation business fields and motivation cooperation.
- (2) Helps to know the strength points of the organization and improve them, also the weak points and how to deal with.

3-Organizational excellences` Dimensions

The researcher depended up on five dimensions of organizational excellence a sample of private excellence program "Malcolm Baldrige", which improved by "NIST national institute of standards and technology, 2011", because it is one of the most prominent samples of organizational excellence. The dimensions concerned are :-

• **Strategic Planning :**

Strategic planning leads to implementation and modification process between internal capabilities and resources of the organization, and evaluation results of external environmental, through controlling weak points of the organization, And to employ its power points to face environmental risks, and take chances (Groff,1983:233). While (Besterfield,2009:70) says: strategic planning is a multiple faces process, has a reasonable and subjective thinking, that tries to create a wide view for all environmental variables Effect in organization business and activities.

• **Customer Focus :**

All the excellence awards contain focusing on Customers and take care of him, work for his service as a dimension. The excellence of service mostly depends up on understanding the Customer's satisfaction. His needs and requirements are wishes must fulfilled according to organizations` business. Organizations that seek excellence achievement, must extend their abilities of respond to the Customer`s needs, activate feedback role in improving wishes fulfillment.

• **Workface Focus :**

Also, organizations that seek excellence, must commit by achieving organizational atmosphere for workers, that will create trust and respect for them (Ketter,2002:7).Human resources`capability of the organization to face difficulties, solve problems, is the creator of success. Success ,distinction and excellence are linked to workers` activities in business and a harmonic, linked sets ,also to achieve the productive interaction between workers themselves, and organization management (Smith,2005:4).

• **Operations Focus :**

Focusing on operations work on achieving organizational goals and business that must be done through operations, in order to get these goals, then achieve excellence and competitive distinction. All that can be done by explaining the way that the incomes of organizations changes into outcomes. That fulfill Customer`s wishes (Park,2003:6). Mentioned (Berwick,2012:11) that focusing on operations can be achieved through operations designing, improving procedures and improving management.

• **Business Results :**

These results show the organizational excellence, which confirm the success of the organization`s effort and its basic values. Normally, organizations work on achieving many results like: (good profit, market share, growth of services and products, gaining Customer`s satisfaction, reducing costs and achieving good reputation). Business results help to understand the organization, and what kind of results, are they good or considered to be good (Khanna et al,2008:146)

Third Field Diagnosis and Description of Research`s variables and Checking its Hypothesis

First: Diagnosis and description of research`s variables

1-Describing and diagnosing sample`s opinions about knowledge management strategies with its dimensions :-

We can describe and diagnose sample`s opinions about variable as a whole in the schedule below :-
Mathematical average, standard deviation, coefficient of variation, rate of respond, simple correlation coefficient, simple linear regression, the explanation coefficient (R2), test (T), test (F)}.

Schedule (3)

Describing and diagnosing sample`s opinions about knowledge management strategies

rate of respond	coefficient of variation	standard deviation	Weighted Mathematical average	Total												Weights	
					0	0.1	0.2	0.3	0.4	0.5	0.6	0.7	0.8	0.9	1	variable	
79.6	0.208	0.165	0.796	1080	4	3	8	6	21	45	84	142	299	322	146	Y1	
78.6	0.204	0.160	0.786	1080	1	3	9	11	15	44	94	186	295	296	126	Y2	
79.1	0.206	0.163	0.791	2160	5	6	17	17	36	89	178	328	594	618	272	Knowledge management strategies (Y)	

By the two researchers based on computer results.

N=120

Obviously in schedule"3", we can see that weighted mathematical average of knowledge management strategies` viable is (0.791). That`s higher than the hypothetical mathematical average, which is (0.5). Standard deviation of the variable is (0.163),as the coefficient of variation is (0.206).These results declare that there is a

harmony in samples` answers. And the rate of respond of the sample in knowledge management strategies is (79.1%).

Also we can see that power of concern with Codification strategy become at first place with the variable, its rate of respond is (79.6%),its standard deviation is (0.165),its coefficient of variation is (0.208). These results lead to that banks concerned are highly devoted to Codification strategy, followed by the second place after Personalization strategy, its rate of respond is (78.6%), its standard deviation is (0.160), coefficient of variation is (0.204).This leads to that there is a harmony in sample`s answers, devotion to Personalization strategy in banks concerned.

In regard to all knowledge management strategies, it`s clear that the sample of research is highly concern with this variable, that is clearly reflected up on the answers of research`s sample. Here of weighted mathematical average of all dimensions (y1-y2) is higher than hypothetical mathematical average (0.5),and the rate of respond of research`s sample is more than (50%).

2-Describing and diagnosing Sample`s opinions about organizational excellence with its dimensions

We can describe and diagnose sample`s opinions about variables as a whole in schedule (4)

Schedule (4)

Describing and Diagnosing sample`s opinions about organizational excellence

Rate of respond	coefficient of variation	standard deviation	Weighted Mathematical average	Total												Weights	
					0	0.1	0.2	0.3	0.4	0.5	0.6	0.7	0.8	0.9	1	variable	
76.4	0.212	0.162	0.764	600	0	2	8	2	14	39	51	111	177	149	47	Z1	
78.5	0.200	0.157	0.785	600	0	1	4	5	8	31	53	108	160	154	76	Z2	
78.9	0.203	0.160	0.789	720	0	6	1	1	13	41	51	128	200	173	106	Z3	
80	0.191	0.153	0.8	480	0	1	2	4	9	12	38	92	106	153	63	Z4	
79.5	0.191	0.152	0.795	600	1	1	4	2	7	23	52	94	175	167	74	Z5	
78.6	0.199	0.157	0.786	3000	1	11	19	14	51	146	245	533	818	796	366	Organizational excellence (Z)	

By the two researchers based on computer results.

N=120

In schedule (4), weighted mathematical average of variable of organizational excellence is (0.786), thus its higher than the hypothetical mathematical average, which is (0.5). The standard deviation of the variable is (0.157), coefficient of variation of variable is"0.199".Obviously there is a harmony in sample`s answers. Rate of respond of research`s sample with organizational excellence is (78.6%).

Also power of concern with operation focus, came at first place comparing with the rest of dimensions in the same variable, rate of respond is (80%). In second place followed by business results its rate of respond is (79.5%). At third place came workforce focus, its rate of respond is (78.9%). At fourth place came Customer focus, its rate of respond is (78.5%). At the bottom came strategic planning, its rate of respond is (76.4%). In regard to all, organizational excellence dimensions, it`s obvious that the research`s sample is highly concern with this variable and it is very clear in the answers of research`s sample personnel. Weighted mathematical average of all dimensions (Z1-Z5) were higher than hypothetical mathematical average (0.5),as rate of respond of research`s sample of all dimensions were higher than (50%).

Second : Measuring correlation relations between knowledge management strategies and organizational excellence

To make sure of the Significant of correlation relation between knowledge management strategies with its dimensions (Y) and organizational excellence with its dimensions (Z). The researcher checked these two hypothesis :-

-The nonexistence hypothesis (HO):- There is no correlation relation with Significant evidence between knowledge management strategies with its dimensions and organizational excellence with its dimensions.

-The existence hypothesis (H1):- There is a correlation relation with Significant evidence between knowledge management strategies with its dimensions and organizational excellence with its dimensions. For accepting or rejecting the above mentioned hypothesis and to know whether there is an Significant relation between knowledge management strategies with its dimensions (Y) and organizational excellence with its dimensions (Z). The researcher checked the value of correlation coefficient using (T) test as shown in schedule (5)

Schedule (5)

The results of correlation between knowledge management strategies with its dimensions and organizational excellence with its dimensions

(T) in schedule	Dimensions of organizational excellence					Organization al excellence (z)	Independent variable
	Business result z5	Operations Focus z4	Workface Focus z3	Customer Focus z2	Strategic planning z1		Independent variable
2.617	0.649	0.666	0.687	0.654	0.766	0.802	Knowledge management strategies (y)
	9.266	9.698	10.269	3.391	12.943		14.584
Trust 99 %	There is a correlation relation with significant evidence between knowledge management strategies with it's dimensions and organizational excellence with it's dimension.						result

Reference: By the two researchers based on computer results

N=120

Schedule (5) shows that there is an Significant, positive correlation relation between knowledge management strategies and the dimensions of organizational excellence as follows :-

A-There is a positive, Significant correlation relation between knowledge management strategies (Y) and strategic planning (Z1),the value of connection coefficient is (0.766) at (1%) level, means that it is at (99%) of trust. While the value of (T) counted is (12.943),thus it is higher than "T" in schedule (2.617). That what supports the existence of a positive, Significant correlation relation.

B-There is a positive, Significant correlation relation between knowledge management strategies and Customer focus (Z2),the value of correlation coefficient is (0.654) at a (1%) level, means that it is at (99%) of trust. The value of (T) counted is (9.391),so it is higher than (T) in schedule (2.617). That supports the existence of a positive, Significant correlation relation.

C-There is a positive, Significant correlation relation between knowledge management strategies (Y) and workface focus (Z3), the value of correlation coefficient is (0.687) at a (1%) level, means that it is at (99%) of trust. The value of (T) counted is "10.269",thus it is higher than (T) in schedule (2.617).That supports the existence of a positive, Significant correlation relation.

D-There is a positive, Significant relation between knowledge management strategies (Y) and operation focus (Z4), the value of correlation coefficient is (0.666) at a (1%) level, mean that it is at a (99%) of trust. The value of (T) counted is (9.698),thus it is higher than (T) in schedule (2.617).That supports the existence of a positive, Significant correlation relation.

E-There is a positive, Significant correlation relation between knowledge management strategies (Y) and business result "Z5",the value of correlation coefficient is (0.649) at a (1%) level, means that it is at (99%) of trust. The value of (T) counted is (9.266),thus it is higher than (T) in schedule (2.617). That supports the existence of a positive, Significant correlation relation.

There is a positive, Significant correlation relation between knowledge management strategies (Y) and organizational excellence (Z), the value of correlation coefficient is (0.802) at a (1%) level, means that it is at (99%) of trust. The value of (T) counted is (14.584),thus it is higher than (T) in schedule (2.617).That supports the existence of a positive, Significant correlation relation.

After all, there is a positive, Significant correlation relation between knowledge management strategies and organizational excellence with all the dimensions of organizational excellence. That leads to reject the nonexistence hypothesis (HO) which specify:- There is no correlation relation with Significant evidence between knowledge management strategies with its dimensions and organizational excellence with its dimensions. Also leads to accept the existence hypothesis (H1) which specify:- There is a correlation relation with Significant evidence between knowledge management strategies with its dimensions and organizational excellence with its dimensions. That leads to accept the first hypothesis.

Third : Measuring the effect of knowledge management strategies at organizational excellence

To make sure of the significant of effect relation of knowledge management strategies with its dimensions (Y) in organizational excellence with its dimensions(Z).The researcher checked the two hypothesis :-

-The nonexistence hypothesis (HO):- There is no effect relation with Significant evidence for knowledge management strategies with its dimensions to achieve organizational excellence with its dimensions.

-The existence hypothesis (H1):- There is a effect relation with Significant evidence for knowledge management strategies with its dimensions to achieve organizational excellence with its dimensions.

For accepting or rejecting the above mentioned hypothesis and to know whether there is an Significant effect relation for knowledge management strategies with its dimensions (Y) in organizational excellence with its dimensions (Z). He used a researcher Test (F) to analyze the Significant of model (simple linear regression) and as is evident in the Schedule (6), which depends on the construction of the following formula :-

$$Z=0.158+0.795*Y$$

Z: represents the dependable variable (organizational excellence).

Y: represents the undependable variable (knowledge management strategies).

Schedule (6)

simple linear regression model for measuring the effect of knowledge management strategies in organizational excellence

explanation coefficient (R2)	(F) value		(Y)	constant	knowledge management strategies (Y)
	schedule	counted	B1	A	dependent variable (Z)
0.644	6.854	213.099	0.795	0.158	Organizational excellence (Z)

Reference: By the two researchers based on computer results

N=120

Schedule (6) shows the following:- 1-The (F) value of knowledge management strategies is (213.099),that's higher than scheduled (F), which is (6.854) of simple linear regression at a (1%) level, means that it is at a (99%) of trust. That denotes that the regression coefficient is constant (B1=0.795), which shows that the variable of knowledge management strategies affects the organizational excellence of banks concerned. 2-The value of explanation coefficient (R2) is (0.644),which means that the value of knowledge management strategies` variable (Y) give a percentage of (64.4%) of changes occurred in organizational excellence (Z). For the rest of the percentage, belongs to another variable effects not included in this pattern.

After all, there is a positive, Significant effect relation for knowledge management strategies (Y) to achieve organizational excellence with its dimensions. That leads to reject the nonexistence hypothesis (HO), which specify:- There is no effect relation with Significant evidence for knowledge management strategies with dimensions to achieve organizational excellence with its dimensions. Also leads to accept the existence hypothesis (H1) which specify:- There is an effect relation with Significant evidence for knowledge management strategies with its dimensions to achieve organizational excellence with its dimensions. That leads to accept the second hypothesis.

FourthField

V. Conclusions And Recommendations

This field contains the conclusions and recommendations, which represent the implemental, philosophic ideational sum of the research, which it has been divided in to two axis. The first is about conclusions, while the other is for recommendations.

First : Conclusions

A-The conclusions of the theoretical side

1. The knowledge management strategies` importance emerges and crystallized from being the recent and futuristic source of knowledge in the organization. This importance can be seen through understanding the mutual relation between the complete business strategies of organizations and The knowledge management strategies in those organizations, and the perception of the workers and managers to these strategies as desired.
2. Both strategies (Codification and Personalization) are integrative, that shows why they are adopted by organizations, although we can focus on one of them more than other according to the activity, business and nature of the organization, and the kind of knowledge in methods and ways adopted in Customer`s services.
3. Organizational excellence becomes a great challenge for organizations, as well as a major goal. That`s due to increasing strength of competition between organizations, increasing environmental complexity and dynamics . That made modern organizations extend excellence vision, work on the evaluation of all chances and resources available, in order to look after the perfection in performance, get to desirable excellence.

B-The conclusions of the implemental side

1- The conclusion of description and diagnosis of sample personnel responds

- a- Banks concerned are highly devoted to the knowledge management strategies` variables, because it is the most effective way to direct knowledge, gain benefit from, in conveying development and achieving

organizational excellence. All sample personnel answers are highly along with this variable. That's obvious as follows:-

1. Banks concerned are highly devoted to Codification strategies by its devotion to electronic methods and tools and effective Codification of knowledge, use data base and modern soft ware.
2. Banks concerned understand Personalization strategies and devoted to through supporting contribution with knowledge and activating connection between personnel, create synergy.
- b- Banks concerned are highly devoted to organizational excellence's variable, because it contains the exploitation of all capabilities and abilities owned by banks to achieve success. Sample personnel answers are highly matching with all the dimensions and questions. That's obvious as follows:-
 1. Banks concerned are highly devoted to strategic planning through implementing and forming complete strategies for all jobs inside banks, in order to achieve competition brand and maintain it.
 2. Banks concerned are highly devoted to focus on Customer through responding to his requirements, needs ,wishes and build a good relationship.
 3. Banks concerned are highly devoted to workface through creating trust between workers and managers, break all shackles and barriers, give respect to workers and respond their needs.
 4. Banks concerned are highly devoted to focus on operation through caring about achieving business requirements. Activating the role of operations of high quality, achieving modification between organizational resources and bank business requirements.
 5. Banks concerned realize the importance of business result, care to gain required results through preparing good business atmosphere, to achieve desirable performance.

2- The conclusions of correlation relations between research's variables

the knowledge management strategies and organizational excellence are Significant and positively connected, That leads to caring about the knowledge management strategies and desirably implement in banks concerned, accompanied with improvement in organizational excellence. While there is an Significant and positive relation between all strategies` variables dimensions of the knowledge management strategies and organizational excellence.

3- The conclusions of effect relations between research's variables

the knowledge management strategies effect Significant organizational excellence, that leads to caring about the knowledge management strategies and thoroughly implemented in banks concerned, will highly help to achieve organizational excellence in those banks. While there are Significant effect relations for all dimensions of the knowledge management strategies` variables in organizational excellence and it's dimensions.

VI. Second : Recommendations

1. 1-Focusing on the knowledge management strategies and thoroughly implement them, because of its Significant effect in achieving organizational excellence for banks concerned. There is a necessity to care about the knowledge management strategies especially Codification strategy, due to its high effect in organizational excellence, by caring about electronic tools and methods, investing in data technology and data base, caring about Codification operations for information, which highly affect the capability of banks concerned to achieve organizational excellence.
2. 2-There must be a referential comparison between banks concerned and global banks, to know about global improvements in bank business fields, strategies followed at those banks .
3. 3-The necessity of achieving integration between Codification strategy and Personalization strategy, strengthening bonds between banks concerned and support, unit, adopt them in one time to achieve excellence.
4. 4-Management leadership at banks concerned must highly take care of internal and external Customers, through highly responding their needs and desires. In addition to the bank activities and operations, which lead to improve Customer service and bank`s reputation.
5. 5-It`s necessary for management leadership to improve knowledge of managing through knowing how to gain knowledge, maintain, share it inside banks concerned. Work on exchanging knowledge between leaderships and workers, improving that knowledge with the most modern strategies and methods.

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