The impact of organizational culture on knowledge sharing –case study

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ملخص:

تعتبر الثقافة التنظيمية البيئة الحاضنة لعمليات كسب المعارف و نشرها بين الأفراد، عمليات كسب المعارف و تشاركها مرتبط بالسياق و طبيعة القيم و الافتراضات الأساسية للمؤسسة فيما إذا كانت تساهم في نشر المعارف التنظيمية بين الأفراد. تهدف هذه الدراسة إلى قياس أثر الثقافة التنظيمية على تشارك المعرفة و نشرها بين أفراد عينة من المؤسسات.

تبين نتائج الدراسة الميدانية التي تم التوصل إليها إلى وجود علاقة طردية و قوية بين مكونات الثقافة التنظيمية و عملية تشارك المعرفة بقيمة معمل ارتباط بلغ 82.9%، كما توجد فروقات ذات دلالة إحصائية بين الثقافة التنظيمية و عملية التشارك في المعرفة.

الكلمات المفتاحية: المعرفة، التشارك في المعرفة، الثقافة التنظيمية، ثقافة التشارك في المعرفة.

Abstract:

The process of knowledge management and especially knowledge sharing is often related by the context, Organizational culture can be regarded as elements subjective and objective like artifacts, values, and assumptions how characterize all existing interactions within organizations.

For this reason, this study comes to reveal the extent of the importance and evaluating the impact of organizational culture on knowledge sharing. The study found the presence of a strong positive relationship between organizational culture and knowledge sharing by correlation coefficient estimated as 82.9%.

Keywords: knowledge, knowledge sharing, organizational culture, knowledge sharing culture

Introduction:

In search of competitiveness and successful of organizations, knowledge appears the most important elements and source of being a leader and innovative company. Several academic pieces of research regarded knowledge as factor of productivity and the right way leading to excellence. Managing knowledge fundamentally concerns the process of sharing and dissemination within organizations, knowledge sharing aims to support learning that provides all employees with access to corporate memory as capitalization of knowledge and experiences so that both individuals and their organization will improve as a whole.

The process of knowledge management and especially knowledge sharing is often related to context; in management literature, organizational culture is considered the most important element to constitute this context and influence the process of knowledge sharing. Organizational culture can be regarded as subjective and objective elements like artifacts, values, and assumptions to characterize all existing interactions within an organization.

For this reason, this study comes to reveal the extent of the importance of organizational culture and evaluate its impact on knowledge management at first and, second, on process of knowledge sharing in Algerians companies.

Study Problem

This study is interested in the relationship between components of organizational culture and knowledge sharing process within three Algerian companies (Cash Assurance, Sonelgaze, and Anesrif), in the aim to response for the following question:

How can organizational culture factors influence knowledge sharing within the Algerian company?

The study Objectives:

This study aims to know the following:

- knowing and evaluating the existence of knowledge sharing process and knowledge management systems;
- Clarifying the nature and the components of organizational culture within the Algerian company;
- Evaluating the level of shadiness between individuals within organizations about factors of organizational culture (artifacts, value, assumption);
- Measuring the importance of organizational culture to knowledge sharing;
- Illustrating the significance of knowledge sharing culture and its effect on individual knowledge performance.

Study Hypotheses:

- **Hyp1 :** the basic hypothesis, null-hypothesis, there exist a relationship between organizational culture and knowledge sharing.
- **Hyp2 :** The second basic hypothesis, second null-hypothesis, there are no differences in the study sample's answers at significance level ($\alpha \leq 0.05$) between organizational culture and knowledge sharing.

This study offers a taste of the components for further debates that continue to emerge from within knowledge management communities.

I. Literature Review:

1- Knowledge management in organization:

Knowledge is becoming the most important factor of production and it has replaced the traditional bases of economic success, it is a crucial driver for doing activities in organizations in the new global knowledge based economy, it is also considered as a key source to achieving competitive advantage in the marketplace. The process of creation, collection, application, transfer, and practice of knowledge is a central focus of the knowledge management in organizations.

- **Definition of knowledge:**

Knowledge is defined as information combined with experience, context, interpretation, reflection, intuition and creativity. Information becomes knowledge once it is processed in the mind of an individual (Petter Gottschalk, 2007, p11).

Knowledge is dynamic as it is created in social interactions among individuals and organizations. Knowledge is context-specific, because it depends on a particular time and space, without a context, it is just information, not knowledge (Ikujiro Nonaka, 2001, p14). Distinctions are often made between data, information, knowledge and wisdom: Data are Letters and numbers without meaning. **Data** are independent, isolated measurements, characters, numerical characters and symbols. **Information** is data that make sense, because it can be understood correctly. People turn data into information by organizing it into some unit of analysis. **Wisdom** is knowledge combined with learning, insights and judgmental abilities. Wisdom is more difficult to explain than knowledge, since the levels of context become even more personal, and thus the higher-level nature of wisdom renders it more obscure than knowledge (Petter Gottschalk, 2007, p12-13). So data are elements and basis of analysis; and information is data with context; and knowledge is information with meaning.

- **Types of knowledge:**

According to Nonaka and Takeuchi there are two kinds of knowledge, tacit and explicit knowledge, these two types of knowledge are complementary to each other, and both are crucial to knowledge process.

Explicit knowledge can be expressed in formal and systematic language and shared in the forms of data, scientific formulas, specifications, manuals and such. It can be processed, transmitted and stored relatively easily. In contrast, **tacit knowledge** is highly personal and hard to formalize. Subjective insights, intuitions and hunches fall into this category of knowledge (Ikujiro Nonaka, 2001, p15).

Many more categories and types of knowledge have been suggested by researchers, (Long and Fahey's) classified knowledge to: **Human knowledge**, this constitutes the know-what, know-how and know-why of individuals. Human knowledge is manifested in individual skills or expertise. **Social knowledge** this kind of knowledge exists only in relationships between individuals or within groups. **Structured knowledge**, this is embedded in an organization's systems, processes, tools, routines and practices. Knowledge in this form is explicit and often rule-based (Petter Gottschalk, 2007, p21).

- **Knowledge management:**

Knowledge management is the planning, organizing, motivating, and controlling of people, processes and systems in the organization to ensure that its knowledge-related assets are improved and effectively employed (William R. King, 2009, p04).

Knowledge management is the deliberate and systematic coordination of an organization's people, technology, processes, and organizational structure in order to add value through reuse and innovation. This coordination is achieved through creating, sharing, and applying knowledge as well as through feeding the valuable lessons learned and best practices into corporate memory in order to foster continued organizational learning (Kimiz Dalkir, 2005, p03). Holsapple & Joshi see that Knowledge Management is an entity's systematic and deliberate efforts to expand, cultivate, and apply available knowledge in ways that add value to the entity, in the sense of positive results in accomplishing its objectives or fulfilling its purpose (Deogratias Harorimana, 2010, p03).

Some typical knowledge management objectives are to (Dalkir, 2005, p04) :

- Facilitate a smooth transition from those retiring to their successors who are recruited to fill their positions.
- Minimize loss of corporate memory due to attrition and retirement.

- Identify critical resources and critical areas of knowledge so that the corporation "knows what it knows and does it well—and why."
- Build up a toolkit of methods that can be used with individuals, with groups, and with the organization to stem the potential loss of intellectual capital.
- **Knowledge Conversion:**

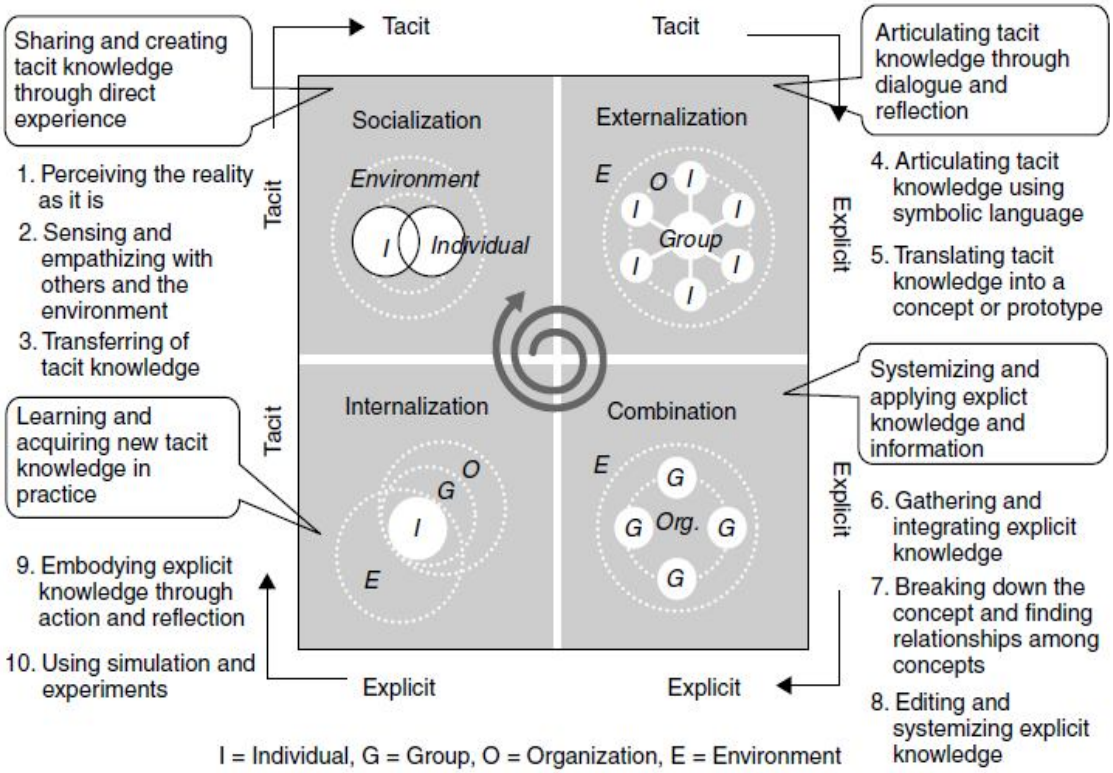
Knowledge management is comprised of the following tasks and purposes: (Klaus North, 2014, p24)

- **Acquiring knowledge:** Ensuring that the information and knowledge necessary for business development and business processes are available.
- **Creating knowledge:** Ensuring that knowledge is developed in the most suitable place inside or outside the company and that it leads to innovation.
- **Sharing and using knowledge:** Ensuring dissemination, learning and optimum use of knowledge.
- **Learning:** Ensuring that the organization and each of its employees is able to learn and to reflect as well as apply what is learned.
- **Protecting knowledge:** Knowledge is an asset and its value needs to be protected by keeping it updated through contributions from people.

The aim of knowledge management process is to create a new knowledge from the continuous interaction of tacit and explicit knowledge; in other words, it provides the conversion of tacit knowledge (art, competencies, models and techniques of doing things and activities) to explicit knowledge. The valuable of knowledge is regarded by different characteristics including the transferring, sharing, and using knowledge does not consume it or lose it.

The SECI model is a framework or snapshot of the process of continuous creation of knowledge, which enables analysis and evaluation to make sense of the flowing real world (Ikujiro Nonaka, 2008, p19).

Figure 1 The knowledge-creating process: SECI model



There are four modes of knowledge conversion, as illustrated:

1. **Socialization** from tacit knowledge to tacit knowledge, consists of creating and sharing knowledge in face-to-face through direct experience, socialization is the easiest forms of exchanging knowledge among social interactions, brainstorming, and sharing mental models;

2. **Externalization** from tacit knowledge to explicit knowledge, in externalization the tacit knowledge of individuals is made explicit through language, images, models, and other modes of expression, and then shared with the group ((Ikujiro Nonaka, 2008, p22). The process consists of articulating and translating tacit knowledge to explicit knowledge through dialogue, concrete, reflection, or made tangible and visible the tacit knowledge to be transferring ;

3. **Combination** from explicit knowledge to explicit knowledge, the process of converging explicit knowledge into more complex and systematic explicit knowledge, knowledge is exchanged and combined through such media as documents, meetings, telephone conversations, or computerized communication networks. Reconfiguration of existing knowledge through sorting, adding, combining, and categorizing can create new

knowledge. In this mode, communication, diffusion, and systemization of knowledge are the keys (Nonaka and Nishiguchi, 2001, p16);

4. **Internalization** from explicit knowledge to tacit knowledge, through internalization, knowledge that has been created is shared throughout an organization. Internalized knowledge is used to broaden, extend, and reframe organizational members' tacit knowledge. When knowledge is internalized into individuals' tacit knowledge bases in the form of shared mental models or technical knowhow, it becomes valuable assets (Ikujiro Nonaka, 2001, p19). This process is strongly linked to "learning by doing".

2- Organizational culture:

It is recognized that the variables of organizational culture has an important influence on human behavior how it will produce a climate for social interactions, Cultural enablers and obstacles to knowledge sharing are presented.

- **Definition of organizational culture:**

For (Schein), "Culture is a pattern of shared tacit assumptions that was learned by a group as it solved its problems of external adaptation and internal integration, that has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems" (Schein, 2009, p27).

"It is the collective programming of the mind that distinguishes the members of one group or category of people from others" (Geert Hofstede, 2010, p6)

For Henry Mintzberg "Culture is the soul of the organization, the beliefs and values, and how they are manifested"; He thinks of the structure as the skeleton, and as the flesh and blood, and culture is the soul that holds the thing together and gives it life force" (Robbins, 2013, p331).

The key features of definitions of organizational culture are as follows:

- It is a human phenomenon maintained by a process of socialization, it is viewed as a metaphor for the whole organization ;
- It is shared by the members of an organization;
- Components of organizational culture are values, shared assumptions, beliefs;
- The ways of doings things and behaving for individuals and groups in organization;
- It is the most critical factor that forms the performance of the organization.
- **Levels of organizational culture:**

Organizational culture is manifested fundamentally by three levels as illustrated by (Schein), artifacts, shared assumptions, and value.

Artifacts: artifacts are all the things one can see, hear, detect, and observe by watching members of the organization. It is the easiest level for understanding, Schein sees that at the level of artifacts, culture is very clear and has immediate emotional impact. But one doesn't really know why the members of the organization are behaving as they do and why each organization is constructed as it is (Schein, 2009, p22). Artifacts can be classified into at least six primary types: myths, language, symbols, ceremonies, and rituals.

Values: shared value represents the most important level of culture analysis. Values express essential meanings of basic assumptions; values define a set of its members' organizational expectations. Values are expressed and often imposed by the managerial elite and become, in some ways, a reference system for activity assessment (Dalkir, 2005, p183). Values are the stable, long-lasting beliefs about what is important for the organization.

Shared assumptions: Assumptions are the taken-for-granted notions of how something should be. When basic assumptions are held by the entire group, members will have difficulty conceiving of another way of doing things (Robbins, 2013, p334). The two levels, assumptions and values, represent the content of what we call an organization expressive area or expressive culture.

Different types of culture: One way of exploring culture is to classify it into types. Organizational culture may be differentiated as follows: (Dalkir, 2005, p181-182)

- **Communal culture:** it can give its members a sense of belonging, though it is also task-driven. Leaders of this culture are usually very inspirational and charismatic. The major negative is that they often exert too much influence and other members are rarely vocal.
- **Networked culture**: members are treated as friends and family. People have close contact with each other and love each other. They are willing to help each other and share information. The disadvantage of this culture is that people are so kind to each other that they are reluctant to point out and criticize the poor performance.
- **Mercenary culture:** it focuses on strict goals. Members are expected to meet the goals and to get the job done quickly. Since everyone focuses on goals and objectivity, there is little room for political cliques. The negative is that those with poor performance may be treated inhumanely.
- **Fragmented culture**, the sense of belonging to and identification with the organization is usually very weak. The individualists constitute the organizations, and their commitment is given first to individual members and task work. The downside is that there is a lack of cooperation.
    - **The correlation between organizational culture and knowledge sharing**

The influence of organizational culture on knowledge process was regarded by many researches and authors on management literature. De Long and Fahey argue that "Cultures heavily influence what is perceived as useful, important, or valid knowledge in an organization. Culture shapes what a group defines as relevant knowledge and this will directly affect which knowledge a unit focuses on" (De Long & Fahey, 2000, p113). What exactly do we mean by knowledge sharing?

- **Knowledge sharing:**

Knowledge transfer or knowledge sharing can be defined as process of facilitating learning, through sharing, into usable ideas, products and processes. This definition implies that the focus should be on sharing knowledge within an organization for a specific purpose (Murray, 2008, p1492).

We define knowledge sharing as phenomenon that occur bay exchanging knowledge, skills, experience, capability, and the ways of understanding and interpretation of things in organizations between individuals and groups.

It is important to note that Knowledge sharing is more than simple communication, because much knowledge in organizations is hard to articulate and understand (tacit knowledge).

- **Importance of Knowledge Sharing:**

The World Bank Group argued three Typical Knowledge-Related problems and knowledge-sharing goals for organizations: (Steffen Soulejman, 2016, p7)

- Become more effective. With access to critical knowledge when and where needed, organizations accelerate operational processes and avoid mistakes;
- Maintain a high level of institutional knowledge even when key staff members depart;
- Solve operational problems by continually evaluating and taking to scale what worked in isolated instances and avoiding what didn't.

We find the concept of ba – originally proposed by Nonaka and Konno Ba is a Japanese word meaning something approximating place or space. Ba is here defined as a shared context in which knowledge is shared, created and utilized. In other words, ba is a shared context in cognition and action. (Nonaka, 2001, p22) Ba is the place and cultural context or platform for the knowledge creation and sharing.

Gruber and Duxbury (2001) concluded that an environment that truly supports the sharing of knowledge has the following characteristics: (Dalkir, 2005, p187)

- Reward structure, recognition for knowledge sharing with peers.

- Openness/ transparency, no hidden agendas.
- Sharing supported, communication and coordination between groups.
- Trust, shared objectives.
- Top management support, upward and downward communication.

- **Knowledge-sharing culture**

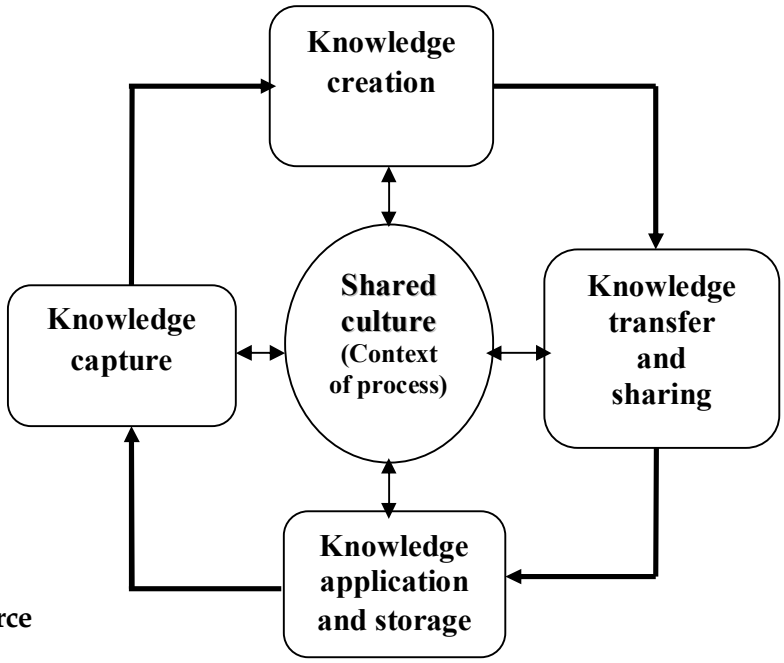
Becoming an organization sharing culture is the biggest challenge for leaders that mean at first the necessity for communicating goals and strategy to everyone bay sharing the same vision, adapting structure and values, aligning peoples and sensitizes and promotes them about the importance of knowledge sharing throughout the organization.

Culture is rooted deep in unconscious sources but is represented in superficial practices and behavior codes and embodied in cultural artifacts. Some initial steps to creating a knowledge-sharing culture could include: (Dalkir, 2005, p195)

- Having knowledge journalists begin interviewing key people to document projects, best practices, lessons learned, and good stories.
- Instituting KM get-togethers, which could be breakfasts, lunch and learn sessions, or any type of informal gathering to help people get to know one another, sometimes with thematic talks and showing managerial support.
- Producing newsletters to publicize KM initiatives and celebrate good role models.
- Launching KM pilot projects, such as expertise location systems and intranets with space devoted to different communities of practice.
- Changing performance evaluation criteria to reflect and assess knowledge sharing competencies and accomplishments.
- Censuring knowledge hoarders and rewarding effective knowledge sharers.
- Redesigning workplaces to allow for gathering places.

The power of organizational culture on knowledge management process and specially on knowledge sharing is expressed in the following figure:

Figure 2: knowledge sharing culture



Source: Own source

II. The results of the applied study

After reviewing the most important concepts and literature dealing with knowledge management and how to create and share knowledge between individuals as well, organizational culture and possibility to adopt of what is known as the sharing culture of knowledge, this part will explore the relationship between knowledge management and its operations and transfer as well, And the organizational culture of its various components, especially the shared values and beliefs, and the effect of the contribution of the sharing culture dealing with the relevant knowledge to acquire new knowledges to be displayed in the institution by the mean of the sample study of institutions.

1. The methodology and steps of the study: Through this study, it will be used a set of tools, methods and statistical methods appropriate to the characteristics of the community and the sample studied for the display purpose, processing, and data analysis.

1.1 **Community and study sample:** since the nature of the problem exposed for processing deals with the impact of organizational culture on knowledge sharing and deployed in the Organization, we relied on the questionnaire method in collecting information and data. Then, A total of 60 questionnaires were equally distributed to the members of the Sonelgaz-center enterprise, insurance-cash and ANESRIF enterprise by selecting a target sample where we focused on managers, control workers and execution workers, respectively, and 57 questionnaires (20, 18, 19) of the above institutions, respectively.

1.2 **The tools used in the study:** It varied according to numerous methods used in the study for the purpose of obtaining data and information to validate the assumptions that have been made and put for treatment, the questionnaire was designed to include 48 questions divided into three 03 main axes, the first axis contained 5 questions related to general information about the variables of gender, age, educational level, seniority and occupation. The second axis included 21 questions related to knowledge management. The focus is divided into four main sections: knowledge monitoring and acquired 6 questions, knowledge creation with 4 questions, knowledge sharing with 7 questions, and apply knowledge and stored it with four questions. The third axis was allocated to organizational culture that includes 22 questions divided into three sections: artifacts or visual elements with four questions, values and beliefs shared with 5 questions, and knowledge sharing culture with 13 questions.

1.3 The methods used in data processing: The program relied on the statistical packages of social sciences SPSS for data processing and analysis and the extraction of results as it follows:
- Reliability coefficient Alpha Cronbach to measure the consistency degree of the questionnaire and the study variables
- Duplicates, percentages to show the characteristics of the study sample;
-The arithmetical averages and standard deviations to determine the degree of approval of the respondents and the extent of dispersion.
- One-Simpelt Teste to compare the arithmetic average of the responses,
- Test (T-Test) to see if there are differences of statistical significance between the variables of the phenomenon studied,
- Analysis of variance (ANOVA) for testing the hypotheses of differences, i.e, to determine whether there are statistically significant differences.

2. Measure the validity and constancy of the study tool : intent to determine questionnaire forms readiness to address the problem presented before the measurement tool will be tested by studying the coefficient of internal consistency, Cronbach's Alpha ' is ' one of the most important parameters used in expressing the stability of the sample that takes the value (1 to 0). In general, Table 10 shows the test results indicating that the stability value was estimated at 0.9038, which we conclude is larger than the acceptable and estimated 60%. This value is very acceptable and helps to disseminate the results of the study and the following table showing the illustrated results:
Table 10: Results of α Cronbach coefficient test for the study questionnaire.

Items	Number of question	Value of Cronbach's Alpha
All questionnaires	43	0.9038
Part one	21	0.8491
Part two	22	0.7603

Source: Prepared by the researcher based on the results of the analysis of the questionnaire through SPSS.

3. View the results of the field study

1- **Description of the identification card (ID) of the study sample members:** The following table (2) illustrates the characteristics of the study sample members as follows:

Table 2 : characteristics of the study sample

Variables		Frequency	%	variables		Frequency	%
Sex	masc	46	80,7	**Seniority**	-5	17	29,8
	femin	11	19,3		6 à 10	16	28,1
	Total	57	100		10 à 15	12	21,1
Function	cadre	33	57,9		15	12	21,1
	mastery	15	26,3		Total	57	100
	execution	9	15,8	**Education**	primary	10	17,5
	Total	57	100		Middle school	8	14
Age	-30	10	17,5		High school	6	10,5
	30 à 40	18	31,6		Univ	31	54,4
	40 à 50	22	38,6		Post-Gr.	2	3,5
	50	7	12,3		Total	57	100
	Total	57	100				

Source: Prepared by the researcher based on the results of the questionnaire analysis through SPSS.

Through the results of the previous table shows that the majority of the studied sample included males (80.7%), females (19.3%), tires (57.9%) and control workers (26.3%). Mainly in the category of tires because they are concerned with the processes of knowledge management and participation, while the age variable represented the age group of 30 to 50 years, an estimated total of about 70%, while in respect of the seniority variable 57.9% of the sample of the study have a seniority from 10 to 10 years and this category is concerned with gaining knowledge and experience from the other category which have more than 10 years especially those with a seniority estimated at more than 15 years, which is estimated at 21.1%. This group

is familiar with the various knowledge necessary for the activities of the institution and is concerned with disseminating its knowledge and experience to others. This group is also aware of the values and culture of the organizational institution, Teaching and teaching the workers of the institution, especially the new ones with the prevailing values in the institution.

2- **Description and analysis of the trend of the sample on the study variables :** The following table shows the views of individuals towards the main study variables, where we focused on the arithmetic mean and standard deviation to measure the variables:

Table 3 : results of the study variables analysis

Variables		**Mean**	**Standard - Deviation**
Part 1 : **knowledge management**	knowledge acquisition	2.725	0.493
	Knowledge creation	2,522	0.643
	Knowledge share	2,827	0.516
	knowledge application	2,596	0.511
Total	Knowledge management	2.668	0.451
Part 2 : **organizational culture**	artifacts	2,706	0.643
	shared values and assumptions	2,695	0.619
	Knowledge share-culture	2,111	0.502
Total	Organizational culture	2.504	0.486

Source: Prepared by the researcher based on the results of the analysis of the questionnaire through SPSS.

From the previous table it is clear to us that the analysis of the responses of the sample members for the first axis was low in terms of knowledge gain and monitoring with an average of 2.725 and a standard deviation of 0.493.

The study sample confirmed the importance of the composition and considered it a major source of knowledge monitoring and acquisition with an average of 3.44, In general, the interest of the sample in the process of monitoring and earning knowledge at the average level and from it we conclude that there is a difference in the desire to gain new knowledge. As for the process of knowledge creation, the mean average level was 2.522 and the standard deviation of 0.643, where the study sample members do not encourage them to create new knowledge with an average of 1.65. Individuals are seeking to develop their own knowledge

by exploiting implicit knowledge and transform them into explicit knowledge and models that depend on their activities performance.

The results of the analysis of the process of sharing and transfer of knowledge among the members of the organization estimated the process at an average mean of 2.827 and a standard deviation of 0.516. The sample of the study concluded that the founders encourage the exchange of knowledge among individuals and seek a low average of 1.982 which suggests a lack of of interest in knowledge sharing among managers and managers of designated institutions although the sample members agreed to share their knowledge and experience with others, the statement was at an average 3.14. The participants also agreed on the importance of knowledge sharing and its impact on the efficiency of workers with an average of 3.509. The respondents also agree on the importance of sharing knowledge with others because of the nature of their activity. As for the process of application and storage of knowledge, there was an average of 2.596 and a standard deviation of 0.511, where the respondents rely on the new knowledge acquired in the performance of their activities with an average of 2.912. The respondents see their suggestions for changing the methods of doing some activities resulting from their new knowledge are not welcome where the mean of the expression reached 1.280, the members of the sample are keen to save and store their knowledge acquired and recorded with an average of 3.175. The results of the second axis related to organizational culture were first for the visualizations or the visual elements of the organizational culture, with an average of 2.706 and a standard deviation of 0.642. The sample of the sample indicated that the language used in their organization was easy to use and communicate with an average of 3.45. Moreover, its role in the sense of belonging and treat the institution with its customers in terms of seriousness. Common values and assumptions are the engine of interpersonal interactions, with a mean of 2.694 and a standard deviation of 0.619. Common values are a social drive among individuals that helps the institution develops according to the respondents with an average of 3.36. The respondents believe that the institution in terms of participation of workers with its objectives and future outlook is low with an average of 1.824, Emphasis was placed on the construction of values and assumptions among the sample members of the study by their institutions, but we noticed the interest of the respondents on the social side and cooperation among them. In the latter, the responses of the sample of the study in the knowledge sharing culture were 2.110 and standard deviation 0.502, where the dominant culture in the institution helps to perform the tasks. The phrase came with an average of 1.894 and the strength of culture in the institution is 1.789, which indicates the weakness of cultural argument prevailing in the institutions of the study sample, and the term cultural climate in the institution encourages the exchange and knowledge cooperation was an average of 1.470, and the sample members agree on the need to establish a Knowledge Management Department with an average arithmetic 3.856, from which we conclude that the idea of a culture of knowledge sharing is available in the form of individual initiatives and will not supported by the institution's founders.

3- The hypothesis of the study

After the collection and unloading and analysis of the questionnaire results, the hypotheses of the study will be tested by accepting or rejecting the null hypothesis and accepting the alternative hypothesis. The confidence level adopted in the study is (95%) based on the following assumptions:

- Acceptance of the null hypothesis if the level of statistical significance is greater than 0.05

- Rejection of the null hypothesis and acceptance of the alternative hypothesis if the level of statistical significance is less or equal to 0.05

Before testing the hypotheses of the study, we conduct a natural distribution test, ie whether the data are subject to normal distribution or not. To verify this, we calculated the torsion coefficient values (skewness) and the kurtosis coefficient values of the variables. The Skewness coefficient should be limited to [-3.3] and the Kurtosis coefficient is limited to [-7.7].

The table (4) shows that the value of the *torsion* coefficient for each variable is within the range [-3.3], and the value of the *flattening* or *kurtosis* coefficient for each is also within the domain [-7.7]. Therefore, the search data are naturally distributed.

Table 4 : The values of the torsion coefficient and the flattening coefficient of the study variables

	Acquisition	Creation	Sharing knowledge	Application	Artifact	Value assumption	Sharing culture
Asymmetry	-,127	,068	,049	,351	-,149	,088	-,289
flattening	-,762	-,355	-,975	-,527	-1,229	-,734	-,487

Source: Prepared by the researcher based on the results of the analysis of the questionnaire through SPSS.

5.1 The first hypothesis test

which expresses the relationship between the sharing of knowledge and the organizational culture, through what was dealt with in the theoretical aspect and tracking the results of the analysis of table (3) in addition to the following table No. 5 and the correlation matrix between the axes of the questionnaire, It is clear that the correlation coefficient between the first axis (knowledge management) and the second axis the organizational culture reached 82.7%, which is more than 50%, that is, the strong correlation between knowledge management and organizational culture. Is less than 0.05, while the value of the correlation coefficient between the knowledge-sharing process of the first axis with the second axis was 82.9% and is greater than 50%, ie, the correlation ratio is strong with a probability value of 0.000 less than 0.05.

From this we can say that the correlation coefficient between the axes of the questionnaire is greater than 50% the same for the correlation coefficient between the knowledge sharing and the second axis of the organizational culture. Therefore, there is a strong positive correlation between the organizational culture and the sharing of knowledge that reject alternative hypothesis and accept the zero hypothesis.

Table 5 : The correlation matrix between the study variables

		AXE1	AXE2	Sharing knowledge	Artifact	Value assumption	Sharing culture
AXE1	**Correlation**	1,000	,827	,852	,750	,765	,498
	Sig.	,	,000	,000	,000	,000	,000
AXE2	**Correlation**	,827	1,000	,829	,849	,838	,783
	Sig.	,000	,	,000	,000	,000	,000
Sharing knowledge	**Correlation**	,852	,829	1,000	,740	,715	,580
	Sig.	,000	,000	,	,000	,000	,000

Source: Prepared by the researcher based on the results of the analysis of the questionnaire through SPSS.

3.2 The second hypothesis: is that there are statistically significant differences between organizational culture and knowledge sharing. The purpose of this hypothesis is to answer the following question: Are there statistically significant differences between the organizational culture and the sharing of knowledge? To test this hypothesis, the One-Simpelt Teste test will be used to measure the arithmetic average of the responses of the sample members on the effect of the organizational culture on the knowledge sharing process. Based on the decision base mentioned earlier, the results of Table (06) show that the average difference is 2.4142 Positive, and on the other hand Sig = 0.000 is less than the required value 0.05. Therefore, we can say that there are statistically significant differences between the organizational culture and the knowledge sharing process, and the organizational culture explain 82.9% and the null hypothesis is accepted and the Alternative hypothesis is rejected.

Table 6 : One-Simpelt Teste results of the impact of organizational culture on knowledge sharing

	T	DDl	Sig. (bilateral)	Average difference	Mean	Standard - Déviation
Sharing knowledge	31,774	56	,000	2,1729	2,827	0.516
AXE2	38,767	56	,000	2,4962	2.504	0.486
Total	40.602	56	.000	2.4142		

Source: Prepared by the res

earcher based on the results of the analysis of the questionnaire through SPSS.

Conclusion

The strength and effectiveness of knowledge management systems and processes are mainly related to factors within all organizational and administrative levels of the institution, that is an administrative and leadership pyramid based on a culture of appreciation and dissemination of knowledge and providing it to all members of the institution. This cognitive approach calls for a clear vision and direction towards the modalities and knowledge management techniques ranging from categorizing knowledge and management models to how they are disseminated and distributed among individuals.

Organizational culture is associated with different interactions between individuals, both at the community level and at the institutional level. The organization's organizational culture can assist the management in achieving the established goals. It can also be an obstacle due to the nature of this phenomenon, which is characterized by complexity and the difficulty of measurement and control. It concerns individuals and their formation and change takes time and effort.

Organizational culture reflects the values and beliefs firmly established in individuals and groups, which reflect the overall image of the institution, the managers depend on them to achieve the analysis of institutions and achieve their goals. In other words, organizational culture represents the individual and collective behaviors stemming from the value-based programming resulting from the various interactions in a given institution to cope with internal and external variables. In this study, we show the depth of the impact of the organizational culture on various components of visual and invisible elements on the processes of knowledge management, especially the process of sharing knowledge and dissemination to the members of the institution. The results of the theoretical study can be summarized in the following points:

- Organizational knowledge is the core of the administrative process and a determinant key of how activities are carried out, classified as explicit and implicit, and in need of renewal and development.

- The study showed the importance of monitoring and earning knowledge is mainly in accordance with the training programs in addition to directing managers and encouraging them to increase their knowledge.

- The study showed a strong and direct relationship between organizational culture and knowledge management processes with a correlation coefficient of 82.7%.

- The results of the analysis of the responses of the sample members confirmed that there is a strong relationship between the organizational culture variables and the knowledge sharing process with the correlation coefficient value of 82.9%. The dissemination of the knowledge and its sharing among the members of the organization is related to the nature of the

organizational culture and practices and the different interactions that occur between individuals. Fundamental values and assumptions among individuals help to share organizational knowledge and share experiences related to the activities and careers of the organization.

- The study showed a clear lack of interest among the members of the study in the process of sharing knowledge, especially the provision of the climate and the social basis that allows the transfer of knowledge and the transfer of knowledge implicit to explicit knowledge.

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