

The impact of Knowledge Management on Organizational Performance. Case Study: Electricity Production Company- Ashwat-Jijel-

أثر إدارة المعرفة في الأداء التنظيمي
دراسة حالة: شركة إنتاج الكهرباء - أشواط - جيجل -

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Received: 17/11/2020

Accepted: 29/09/2021

Published 11/06/2022

Abstract:

This study aimed to determine the impact of application of the dimensions of knowledge management processes on organizational performance in the Electricity Production Company Ashwat-Jijel-, and to achieve the objectives of the study. The researchers prepared a questionnaire where they distributed 70 questionnaires to the company's employees . It was chosen by the random method,. The study reached many results, the most important of which are: The presence of a statistically significant effect at a significant level of knowledge management processes on the organizational performance of the electricity production company.

Key words: knowledge, knowledge management, performance organizational, performance, electricity production company.

المخلص:

هدفت هذه الدراسة إلى تحديد أثر تطبيق أبعاد عمليات ادارة المعرفة في الأداء التنظيمي لشركة إنتاج الكهرباء - أشواط - جيجل ، ولتحقيق اهداف الدراسة أعد الباحثون استبانة حيث وزعت 70 استبانة على موظفي الشركة تم اختيارهم بالطريقة العشوائية . توصلت الدراسة إلى العديد من النتائج من أهمها :وجود أثر ذو دلالة إحصائية عند مستوى دلالة ($\alpha < 0.05$) لعمليات إدارة المعرفة في الأداء التنظيمي شركة إنتاج الكهرباء .

الكلمات المفتاحية: المعرفة، إدارة المعرفة، الأداء الأداء التنظيمي، شركة إنتاج الكهرباء .

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1. INTRODUCTION

Knowledge management is one of the contemporary management concepts that the literature related to it has grown in quantity and quality. Recent years have witnessed an increasing interest on the part of business organizations towards adopting the concept of knowledge management in the light of the great challenges that these organizations face. This importance is increasing due to the increasing knowledge objectives that the Knowledge management focuses on achieving it in a way that leads to enhancing levels of effectiveness in organizations. Clearly , Business organizations are constantly working to achieve success and maintain their success and survival. This is what makes them constantly seek to improve their organizational performance by improving the quality of products or services they provide, working to reduce costs, and competing with the quality of products and services with high specifications, In an effort to face these challenges and improve organizational performance, the application of knowledge management is one of the ways that business organizations can resort to for that goal. This is done through re-education and training of the workforce on knowledge management, building a knowledge base with the organization, as well as by directing organizations towards generating and disseminating knowledge at all its administrative levels, and its endeavor to possess new knowledge. Employing the knowledge it possesses as much as possible, to the stage of distinction, which is uniqueness and superiority over others in what they do and provide in terms of products or services is also significant.

❖ The Study Problem :

The problem of the study comes in the following main question:

Does the knowledge management processes impact on the organizational performance of the Electricity Production Company – Ashwat - Jijel ?

Study Objectives: This study aims at the following:

- Clarifying the role that knowledge management processes can play in the organizational performance of the company.
- Obtaining new results and suggestions.

❖ **The Importance of the study:** The study tends to achieve both scientific and practical significance:

First: Scientific importance: it provides an academic scientific benefit from the expected results are to be added to the increasing interest in knowledge management, and an increase in the literature of scientific research. This study has scientific importance in reaching a framework to build a solid foundation for knowledge management, and it also contributes to increasing knowledge enrichment in fields. The study is related to knowledge management in terms of its origin and its development, because the results of this study may constitute to a strong incentive to carry out complementary studies, or to simulate the same study in other settings.

Second: The practical importance: it is expected that the results of the study will help those who are interested and concerned with the matter to provide some results and recommendations that may enrich their orientations, which will help them to take the appropriate decision .Also , the importance of this study lies in providing a model

Knowledge management processes in enhancing the organizational performance of business organizations. The importance of this study also comes from the following fact:

-This study may reveal some of the actual obstacles that limit the use of knowledge management processes and avoid them.

-It deals with one of the most important issues affecting the essence of the electricity production company which operates in an environment where development and innovation has become a fundamental feature, and responding to these developments has become a necessity.

-Knowledge management processes are considered one of the main means to support enhancing organizational performance.

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-Due to the lack of previous studies in practice which will be a reference that guides the leaders and officials of the company in improving work procedures by applying knowledge management processes, and achieving the company future direction in achieving development goals based on knowledge management.

- **The Study Hypothesis:** A set of hypotheses was formulated in its nihilistic form (Ho) as follows:

The first main hypothesis:

(H₀): knowledge management has not a statistical significance ($\alpha < 0.05$) effect in organizational performance.

The following sub-hypotheses stem from it:

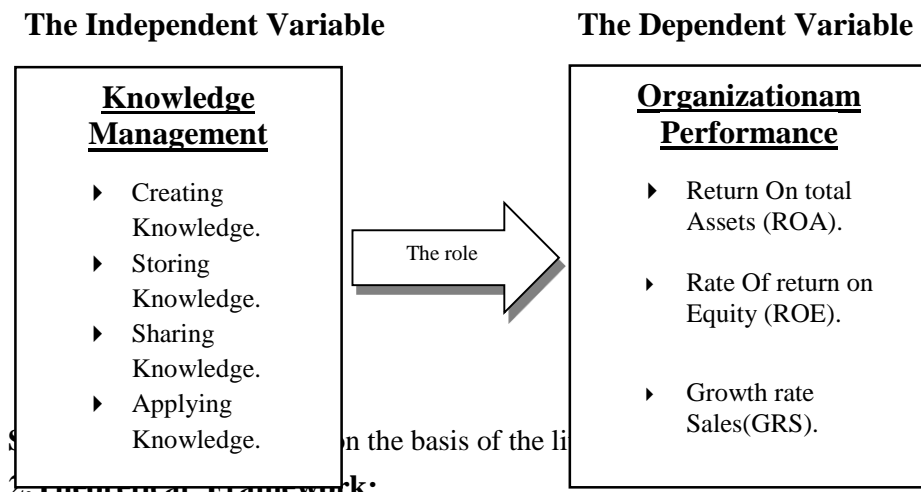
(H₀₁): Knowledge Management has not a statistical significance ($\alpha < 0.05$) effect in Return On total Assets(ROA) .

(H₀₂): Knowledge Management has not a statistical significance ($\alpha < 0.05$) effect in Rate Of return Equity(ROE).

(H₀₃): Knowledge Management has not a statistical significance ($\alpha < 0.05$) effect in Growth Rate Sales (GRS).

❖ **Research Model of the Study:** The model of the present study consists of two variables as it is shown in the figure below:

Figure 1. Conceptual Model



2. Theoretical Framework:

2.1. Knowledge Management Definitions:

There are numerous definitions of Knowledge Management, is defined as the following:

- “intentional efforts to increase, share and improve knowledge usage as intellectual capital, Knowledge Management has been asserted, by leading organisational scholars, as essential for organisational competitiveness“. (Hutchings & Mohannak, 2007, p. 3)

- “the art of transforming information and intellectual assets into enduring value for an organization’s clients and its people.” (Firestone & McElroy , 2003, p. 65)

- “ a systematic, explicit, and deliberate building, renewal, and application of knowledge to maximize an enterprise’s knowledgerelated effectiveness – returns from its knowledge assets “. (Ganesh,et,al, 2014, p. 2)

- “ a discipline that promotes an integrated approach to identifying, capturing, evaluating, retrieving, and sharing all of an enterprise’s information assets. These assets may include databases, documents, policies, procedures, and previously uncaptured expertise and experience in individual workers“. (McInerney & Koenig, 2011, p. 1)

Common elements of these definitions are that Knowledge management is a discipline that promotes an integrated approach to identifying, managing, and sharing all of an enterprise's information assets.

2.2. The Central Processes of The Knowledge Management : the integrated Knowledge Management processes consisting of four processes: (Mehdi Parhizgar & Kiarazm, 2015, p. 669), (BECERRA-FERNANDEZ & SABHERWAL, 2010, p. 45)

a. Creating Knowledge: The majority of the analyzers of business believe that innovation is the major key for the growth and survival of companies. Today the eagerness of the organizations in creating the inter-organization knowledge has been enhanced significantly. One of

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the reasons involved here is the high pace of knowledge getting démodé and outdated in modern competitive makes.

b. Storing Knowledge: Organizations receive a large amount of information daily that for the ease of usage and reference, we should divide and classify them in a correct way. This subject that what kind of knowledge can remain how long and to what extent, and this subject that how knowledge should be stored to have the maximum capability of retrieving, altogether includes the processes of knowledge maintaining.

c. Sharing Knowledge: Knowledge Sharing is the process through which explicit or tacit knowledge is communicated to other individual. Three important clarifications are in order. First, knowledge sharing means effective transfer, so that the recipient of knowledge can understand it well enough to act on it. Second, what is shared is knowledge rather than recommendations based on the knowledge; the former involves the recipient acquiring the shared knowledge as well as being able to take action based on it, whereas the latter (which is direction, discussed in the next section) simply involves utilization of knowledge without the recipient internalizing the shared knowledge. Third, knowledge sharing may take place across individuals as well as across groups, departments, or organizations.

d. Applying Knowledge: Knowledge contributes most directly to organizational performance when it is used to make decisions and perform tasks. Of course, the process of Knowledge Application depends on the available Knowledge, and Knowledge itself depends on the processes of Knowledge discovery, capture, and sharing.

3. Organizational Performance :

Organizational Performance is a contextual concept associated with the phenomenon being studied. Since the perception of these outcomes is contextual, the measures used to represent Organizational Performance are selected based upon the circumstances of the organization being observed. The measures selected represent the

outcomes achieved, either good or bad. (Robert B. , Carton, R., B , & Hofer, 2006, pp. 2-3)

Organizational performance encompasses all the processes, information, and systems used by managers to set strategy, develop plans, monitor execution, forecast performance, report results, and make decisions. (AXSON, 2010, p. 25)

However, measuring organizational performance can be also be a problem since there is no universal recognized measure of this concept. Organizational performance can be assessed using either objective or subjective data, the objective approach refers to the financial data provided by the organization, whereas the subjective measurement calls upon the perception of the respondent. (Crateau & Bergeron, 2001, p. 81)

Jaakkola et al (2010), suggested two performance indicators to assess business performance: financial and market performance. Here, the term business performance is used as a general performance construct to capture both market and financial aspects of performance. Financial performance literally refers to financial measures, such as margin and return on investment, whereas market performance implies measures such as market share and sales volume. (Jaakkola, et al, 2010, p. 1304)

One of the approaches / models of assessing organizational performance that became popular and widely applied is the “ Balanced Scorecard”.. The tool is developed through research projects conducted by Kaplan and Norton (1992) where the term Balance Scorecard is used for the first time. The concept is based upon four basic perspective. The Four (4) BSC perspective are: financial perspective, internal perspective, customer perspective, innovation and learning perspective. (Khawaldeh & Smadi, 2006, pp. 430-431)

In addition, Superior financial performance is a way to satisfy investors can be represented by profitability, growth and market share value. These three aspects complements each other. Profitability

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measures a firm's past ability to generate returns. Growth demonstrates a firm's past ability to increase its size. Market value represents the external assessment and expectation of firm's future performance. It should have a correlation with historical profitability and growth levels, but also incorporate future expectations of market changes and competitive moves. (Santos & Brito, 2012, p. 100)

4. Knowledge Management and its impact on Organizational Performance:

The Knowledge management, with its processes and its requirements, can affect organizational performance at several levels. Those who are interested confirm the following:

-Impact on individuals: Knowledge management can affect individuals in several ways by improving employee job satisfaction, helping to solve problems facing them, increasing self-reliance by sharing knowledge, increasing creative solutions, performing better operations and solving problems.

-Impact on the learning process: as knowledge management helps in improving the learning process for modern knowledge in fields and fields of work, and this may be done in multiple ways, including training and qualification, and the exchange of common knowledge.

-Impact on employee adaptation: By encouraging workers to continuously learn from each other and in the presence of an attractive organizational culture that encourages knowledge exchange. They will, thus, possess the information, knowledge and experience they need at any time required by the organization's circumstances, and also, increasing the volume of information they have enables them to anticipate future conditions And the changes and surprises that accompany it. Therefore, they will have the ability to respond to and accept change, and the more individuals are prepared, the organization becomes able to respond to change in a faster manner, as required by customers and markets.

- **Impact on job satisfaction:** In addition to the previous effects on individuals, knowledge management affects job satisfaction where workers feel more comfortable and satisfied due to improving their skills resulting from more knowledge acquisition. In recent studies , it has been shown that job satisfaction increases with the increase in knowledge sharing, and this contributes to the success of their work, and it motivates them more to accomplish their required work .

- **Impact on products, services and process efficiency:** The impact of knowledge management on products is highlighted through added value as the product development process is a research knowledge process . This is done by creating new creative products or improving existing products as well. Organizations can improve the level of customer service by developing solutions to the problems that he will face through a common knowledge base and by using an appropriate level of information technology that will support all processes within the organization.

5.Study Methodology:

The main objective of this study is to empirically investigate the impact of Knowledge Management on Organizational Performance .

5.1. Sample and Data Collection :

The present study has dealt with a company that produces electricity in Ashwat-Jijel-, considering the nature of the activity it practices, which requires permanent research and development that depends primarily on investment in human resources and the optimal use of them. Thus, it becomes a suitable field for the study and application of the subject. In order to achieve the objectives of the study, a sample consisting of (70) employees was selected and distributed at various administrative levels. The sampling unit consisted of the employees working for this company, as a random sample was drawn.

5.2. Testing the Reliability of the Study Tool:

This scale refers to the extent to which the used tool is reliable in measuring the variables that the study covers. The scale results would

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be statistically accepted if the Cronbach alpha value was more than (0.60) (Sekaran, 2006, p. 311) Each time this value is closer to 1, it means that the degree of reliability is higher. According to the data mentioned in the table (1), we notice that the Cronbach alpha ranges between (0.675 – 0.894). Thus we can say that the tool of the study and the results obtained are reliable and suitable for measuring the variables.

Table 1. coefficients of the reliability of the study tool and its dimensions

Reliability Of The Study Tool		Cronbach Alpha Coefficient Of The Reliability
The axes Knowledge Management	Creating Knowledge	0.778
	Storing Knowledge	0.675
	Sharing Knowledge	0.704
	Applying Knowledge	0.875
	Total reliability	0.846
Organizational Performance		0.894
Total Reliability Of The Study Tool		0.913

Source: by the researchers on the basis of the SPSS results.

5.3. Testing the Study Hypothesis:

In order to get the results and the recommendations that highlight the importance of the present study, we have dealt with testing the study hypothesis as follows:

The First Main Hypothesis:To make sure that the first main hypothesis is true, Table (2) shows the multiple regression of the impact of the Knowledge Management on the Organizational Performance.

Table 2. The results of the multiple regression analysis of testing the impact of the knowledge management as an independent variable in the organizational performance .

The Independent Variable: Knowledge Management	(Beta) Value	(T) Value	Level Significance	(VIF) Value
Creating Knowledge	0.483	2.360	*0.000	3.635
Storing Knowledge	-0.905	-4.030	0.060	3.876
Sharing Knowledge	-0.067	-0.513	0.056	1.327
Applying Knowledge	-0.071	-0.614	0.058	1.342
(R²) Value	0.377			
(F) Value	9.090			
Level Significance	*0.000			

Source: by the researchers on the basis of the SPSS results. (*sig $\alpha < 0.05$)

It is clear from the results of Table No. (2) that the value of the determination coefficient is ($R^2 = 0.377$ means that the knowledge management variable explains (37.7%) of the variance in the dependent variable represented in the organizational performance. Given that the value of ($F = 9.090$, the level of significance = 0.000), we reject the null hypothesis and accept the alternative hypothesis which states that there is a statistically significant effect ($\alpha < 0.05$) of the knowledge management on level of organizational performance.

Table No. (2) also shows effect of the dimensions of knowledge management on organizational performance, where the results showed the presence of the impact for each of the creating knowledge (Beta = 0.483, significance level < 0.05) on organizational performance. While the results did not show the effect of storing and sharing and applying

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knowledge on organizational change (Beta = -0.905, significance level >0.05) and (Beta = -0.067, significance level >0.05) and (Beta = -0.071, significance level >0.05) , respectively.

The results of the VIF value that ranged between (3.876- 1.327) show that there is no linear multiplicity problem between the dimensions of the study, given that the value of VIF is less than (5), and this result reflects the validity of the study model. (Berenson, et, al, 2009, p. 737)

There is also a test for minor hypotheses resulted from the first main hypothesis which deal with the impact of the knowledge management in the organizational performance.

The First Minor Hypothesis: To make sure that the first Minor hypothesis is true, Table (3) shows the multiple regression of the impact of the Knowledge Management on Return On total Assets(ROA).

Table 3. The results of the multiple regression analysis of testing the impact of the knowledge management as an independent variable in Return On total Assets(ROA).

The Independent Variable: Knowledge Management	(Beta) Value	(T) Value	Level Significance	(VIF) Value
Creating Knowledge	0.255	0.972	0.336	3.635
Storing Knowledge	-0.431	-1.652	*0.030	3.876
Sharing Knowledge	-0.195	-1.287	0.105	1.327
Applying Knowledge	-0.171	-0.514	0.302	1.342

(R²) Value	0.163
(F) Value	2.835
Level Significance	*0.046

Source: by the researchers on the basis of the SPSS results. (*sig $\alpha < 0.05$)

It is clear from the results of Table No. (3) that the value of the determination coefficient is ($R^2 = 0.163$). This means that the knowledge management variable explains (16.3%) of the variance in the dependent variable represented in the return on total Assets(ROA). Given that the value of ($F = 2.835$, the level of significance = 0.046), we reject the null hypothesis and accept the alternative hypothesis which states that there is a statistically significant effect ($\alpha < 0.05$) of the knowledge management on level of the return on total Assets(ROA).

Table No. (3) also shows effect of the dimensions of knowledge management on the return on total Assets(ROA)., where the results showed the presence of the impact for each of the storing knowledge (Beta = -0.431, significance level < 0.05) on the return on total Assets(ROA). While the results did not show the effect of creating and sharing and applying knowledge on the return on total Assets(ROA). (Beta = 0.255, significance level >0.05) and (Beta = -0.195, significance level >0.05) and (Beta = -0.171, significance level >0.05) , respectively.

The results of the VIF value that ranged between (3.876- 1.327) show that there is no linear multiplicity problem between the dimensions of the study, given that the value of VIF is less than (5), and this result reflects the validity of the study model.

. (Berenson, et, al, 2009, p. 737)

The Second Minor Hypothesis:To make sure that the Second Minor hypothesis is true, Table (4) shows the multiple regression of the impact of the Knowledge Management on the rate of return equity (ROE).

Table 4. The results of the multiple regression analysis of testing the impact of the knowledge management as an independent

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variable in the rate of return equity (ROE).

The Independent Variable: Knowledge Management	(Beta) Value	(T) Value	Level Significance	(VIF) Value
Creating Knowledge	0.273	1.046	0.300	3.635
Storing Knowledge	-0.127	-0.476	0.634	3.876
Sharing Knowledge	0.293	1.924	*0.000	1.327
Applying Knowledge	-0.251	-0.060	0.202	1.342
(R²) Value	0.113			
(F) Value	1.805			
Level Significance	*0.031			

Source: by the researchers on the basis of the SPSS results. (*sig $\alpha < 0.05$)

It is clear from the results of Table No. (4) that the value of the determination coefficient is ($R^2 = 0.113$). This means that the knowledge management variable explains (11.3%) of the variance in the dependent variable represented in the the rate of return equity (ROE). Given that the value of ($F = 1.805$, the level of significance = 0.031), we reject the null hypothesis and accept the alternative hypothesis which states that there is a statistically significant effect ($\alpha < 0.05$) of the knowledge management on level of the the rate of return equity (ROE).

Table No. (4) also shows effect of the dimensions of knowledge management on the rate of return equity (ROE), where the results

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showed the presence of the impact for each of the sharing knowledge (Beta = 0.293, significance level < 0.05) on the the rate of return equity (ROE). While the results did not show the effect of creating and storing and applying knowledge on the rate of return equity (ROE) (Beta = 0.273, significance level > 0.05) and (Beta = -0.127, significance level > 0.05) and (Beta = -0.251, significance level > 0.05), respectively.

The results of the VIF value that ranged between (3.876- 1.327) show that there is no linear multiplicity problem between the dimensions of the study, given that the value of VIF is less than (5), and this result reflects the validity of the study model. (Berenson, et, al, 2009, p. 737)

The Third Minor Hypothesis: To make sure that the third Minor hypothesis is true, Table (5) shows the multiple regression of the impact of the Knowledge Management on the growth rate sales (GRS).

Table 5. The results of the multiple regression analysis of testing the impact of the organizational culture as an independent variable in the growth rate sales (GRS).

The Independent Variable: Knowledge Management	(Beta) Value	(T) Value	Level Significance	(VIF) Value
Creating Knowledge	0.134	0.532	0.300	3.635
Storing Knowledge	-0.039	-0.145	0.634	3.876
Sharing Knowledge	0.414	2.840	0.682	1.327
Applying Knowledge	0.077	0.412	*0.007	1.342
(R²) Value	0.187			

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(F) Value	3.386
Level Significance	*0.025

Source: by the researchers on the basis of the SPSS results. (*sig $\alpha < 0.05$)

It is clear from the results of Table No. (5) that the value of the determination coefficient is ($R^2 = 0.187$). This means that the knowledge management variable explains (18.7%) of the variance in the dependent variable represented in the the the growth rate sales (GRS). Given that the value of ($F = 3.386$, the level of significance = 0.025), we reject the null hypothesis and accept the alternative hypothesis which states that there is a statistically significant effect ($\alpha < 0.05$) of the knowledge management on level of the growth rate sales (GRS).

Table No. (5) also shows effect of the dimensions of knowledge management on the rate of return equity (ROE), where the results showed the presence of the impact for each of the applying knowledge (Beta = 0.077, significance level < 0.05) on the the the growth rate sales (GRS). While the results did not show the effect of creating and storing and sharing knowledge on the growth rate sales (GRS). (Beta = 0.134, significance level > 0.05) and (Beta = -0.039, significance level > 0.05) and (Beta = 0.414, significance level > 0.05), respectively.

The results of the VIF value that ranged between (3.876- 1.327) show that there is no linear multiplicity problem between the dimensions of the study, given that the value of VIF is less than (5), and this result reflects the validity of the study model. (Berenson, et, al, 2009, p. 737)

6. CONCLUSION:

Based on literature review and emperical foundation, following are the main results and recommendations of the study:

- ❖ **The Results of the Study:** The present study has attained the following results:

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-The processes of the knowledge management in the administrative departments in Jijel, from the perspective of the employees, exist at a medium level .This reflects that the knowledge management is present in these departments.

-Organization needs to adapt constantly if they are to achieve sustained success. An organization's performance management processes are the primary mechanism for making decisions. The ability to make fast, confident decisions is the ultimate measure of the value of the organization's performance management process.

-The results of the study indicated that there is a statistically significant effect of knowledge management on organizational performance.

-The result of the study has revealed that there is an impact having a statistical significance of the knowledge management on return on total assets(ROA) .

- The result of the study has revealed that there is an impact having a statistical significance of the knowledge management on rate of return on equity (ROE) .

-The result of the study has revealed that there is an impact having a statistical significance of the knowledge management on growth rate sales (GRS) .

❖ **The Recommendations:** the study concluded a series of recommendations including:

-The need for the company to focus on developing its employees through workshops, courses and seminars related to knowledge management and its requirements. In addition to giving these knowledge aspects sufficient attention within the processes of recruiting and appointing employees.

-The necessity for the administrative leaderships within the company to pay more attention to the requirements of knowledge management, especially with regard to increasing knowledge awareness in them and among employees by motivating and encouraging them to exchange knowledge among themselves.

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- The necessity of establishing a department specialized in knowledge management in the company aiming at implementing the dimensions of knowledge management and following up its knowledge processes.
- The need to shift the company's interest from creating increases in capital and workforce to focusing on organizing its knowledge and management through having a clear strategy.
- Increasing interest in the employees' tacit knowledge by activating the processes of generating and producing knowledge and restricting them, and recording the ideas, experiences and skills available to the employees and keeping them in the form of knowledge bases and documenting them in a way that is easy to refer to and benefit from.
- The need to find mechanisms to convert tacit knowledge and experiences into explicit and available knowledge and expertise for the company's employees through building a knowledge repository that allows employees to benefit from it.
- Work on conducting future studies in this aspect, by conducting this study on other companies.

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