

The impact of Knowledge Management on Organizational Learning Case Study : Algeria Telecom – Jijel-
L'impact de la gestion des connaissances sur l'apprentissage organisationnel Étude de cas: Algérie Telecom - Jijel-

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Abstract:

This study aimed to identify the levels of the prevailing knowledge management processes and the level of organizational learning in the Algeria Telecom -Jijel-. The the following results were found:

- Knowledge management processes are available in the Algeria Telecom - Jijel- in all its dimensions from the point of view of its employees in general, but at varying levels.

-Knowledge management processes have a significant effect on organizational learning.

Keywords : knowledge ; knowledge management, learning, organizational learning, Algeria Telecom.

Jel Classification Codes: D80. D83.

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Résumé:

Cette étude visait à identifier les niveaux des processus de gestion des connaissances en vigueur et le niveau d'apprentissage organisationnel en Algérie Télécom - Jijel. L'étude a atteint les résultats suivants:

- Les processus de gestion des connaissances sont disponibles dans Algérie Télécom - Jijel - dans toutes ses dimensions du point de vue des employés en général, mais à des niveaux variables.
- Le niveau d'intérêt d'Algérie Telecom - Jijel - pour l'apprentissage organisationnel était élevé du point de vue de l'échantillon d'étude.
- L'existence d'un effet statistiquement significatif des processus de gestion des connaissances sur l'apprentissage organisationnel.

Mots clés: Connaissances; Gestion des connaissances; Apprentissage ; Apprentissage organisationnel.; Algérie Telecom.

Jel Classification Codes: D80, D83.

1. INTRODUCTION

The concept of knowledge management is one of the modern concepts which had an increasing interest in management science during the last two decades. The knowledge management is a discipline of managing organized operations as it addresses how people use knowledge, processes, technology and training to raise the organization's intellectual capital by increasing tracking of knowledge, innovation and performance. Consequently, the knowledge management aims to provide management solutions by investing knowledge resources, building a memory of knowledge, and focusing on knowledge exchange and participation in it through an organized systematic approach. As a matter of fact, the knowledge management is one of the modern approaches that have an effective impact on business success. Its importance stems from being one of the essential components of the success of organizations and ensuring their survival through their ability to contribute to the maintenance and development of a long-term vision through which the organization crosses where it wants to go in the future.

In our current era characterized as the information age, we must have a learning organization. Today, we need new organizational structures that

facilitate the learning process for individuals and define their roles, responsibilities and relationships with others in the organization. Organizational learning takes its place among the characteristics of designing the organizational structure of the organization in order to achieve the goals of the organization. And from this principle, organizational learning is one of the most important approaches to increasing productivity and developing organizations. The actual energies that individuals store are an important source of knowledge wealth in the organization, as organizational learning is one of the most important skills to be developed in organizations wishing to achieve distinction.

The Problem of Study:

The interest in the human resource in business organizations coincided with the interest in developing organizations. Organizational knowledge and learning are inherent in the human resource, and because the human resource is the real capital of the organization, there must be a management capable of dealing in a way that guarantees the real advancement of the organization. We summarize the problem of the study in the answer of the following main question:

What is the impact of knowledge management on organizational learning at Algeria Telecom -Jijel-?

The study tries to answer the following questions:

-What the processes of knowledge management are common in the Algeria Telecom -Jijel- ?

-What the level of organizational learning are common in the Algeria Telecom -Jijel- ?

- How do knowledge management processes affect the organizational learning of the Algeria Telecom-Jijel-?

The Importance of Study:

The importance of the study stems from the importance of the great role that knowledge management can play in increasing organizations capacity on organizational learning in an efficient and effective manner. Therefore, the importance of the study can be demonstrated by the following:

- What can this study add in terms of new information and knowledge about both the organizational learning process and the knowledge management.
- Considering the issue of the organizational learning as one of the topics having much interest in both study and research. This is because there has been increased interest in making organizations more familiar with it so that they keep pace with the continuous changes that occur at the present time.

The Objectives of Study: This study aims at the following:

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

The Hypothesis of Study:

In order to achieve the objectives of the study and depending on the content and the results of the previous literature that was available to the researcher, a set of hypotheses was formulated in its nihilistic form (H_0) as follows:

The first main hypothesis:

Therefore, the null and alternate hypotheses are formulated as follows:

- (H_0): knowledge management has not a statistical significance ($\alpha < 0.05$) effect in organizational learning.
- (H_1): knowledge management has a statistical significance ($\alpha < 0.05$) effect in organizational learning.

The following sub-hypotheses stem from it:

- (H_{01}): Creating knowledge has not a statistical significance ($\alpha < 0.05$) effect in Return On organizational learning.
- (H_{11}): Creating Knowledge has a statistical significance ($\alpha < 0.05$) effect in organizational learning.
- (H_{02}): Storing Knowledge has not a statistical significance ($\alpha < 0.05$) effect in organizational learning.
- (H_{12}): Storing Knowledge has a statistical significance ($\alpha < 0.05$) effect in organizational learning.

(H₀₃): Sharing Knowledge has not a statistical significance ($\alpha < 0.05$) effect in organizational learning.

(H₁₃): Sharing Knowledge has a statistical significance ($\alpha < 0.05$) effect in organizational learning.

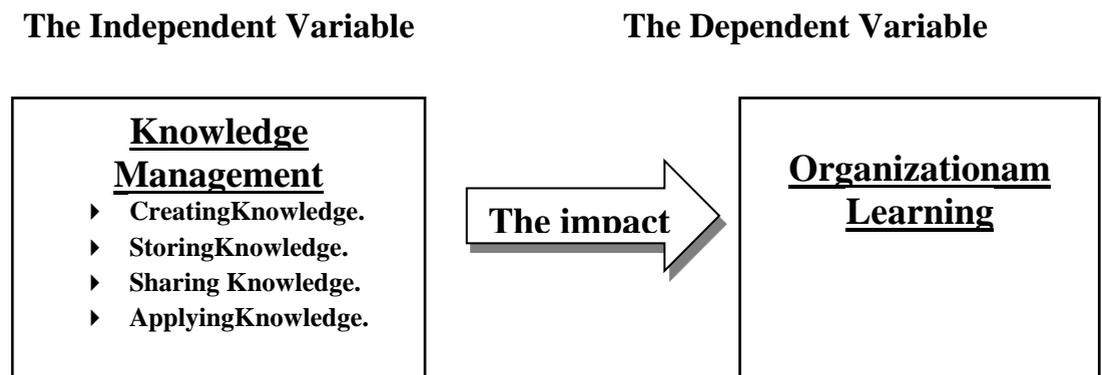
(H₀₄): Applying Knowledge has not a statistical significance ($\alpha < 0.05$) effect in organizational learning.

(H₁₄): Applying Knowledge has a statistical significance ($\alpha < 0.05$) effect in organizational learning.

Research Model of the Study:

The model of the present study consists of two variables as it is shown in the figure below:

Figure N°1
Conceptual Model



Source: by the researchers on the basis of the literature review.

2.Theoretical Framework

2.1.The Conception of Knowledge Management:

The concept of knowledge management includes the identification and analysis of available and required knowledge resources and processes related to planning and controlling actions related to resource development and processes. Consequently , It should be in a way that contributes to achieving the organization's goals .The following is a presentation of the concept of knowledge management by researchers:

- “ a business process that formalizes the management and use of an enterprise’s intellectual assets. KM promotes a collaborative and integrative approach to the creation, capture, organization, access and use of information assets, including the tacit, uncaptured knowledge of people“. (Neve, 2015, p. 21)

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.(King, 2009, p. 04)

-“ a strategy that turns an organization’s ,intellectual assets—both recorded information and the talents of its members—into greater productivity, new value, and increased competitiveness“. (Firestone & McElroy, 2003, pp. 67-68)

“ a systematic, explicit, and deliberate building, renewal, and application of knowledge to maximize an enterprise’s knowledgerelated effectiveness – returns from its knowledge assets “. (Ganesh, Mohapatra, & Nagarajan, 2014, p. 02)

-“ as the organized and systematic process of generating, creating and disseminating information, and selecting, distilling, deploying and exploiting explicit and tacit knowledge through the critical pillars such as people, process, technology to create unique value that can be used to achieve a competitive advantage in the marketplace by an organization”. (Ganesh, Mohapatra, & Nagarajan, 2014, p. 06)

” the process of continually managing knowledge of all kinds to meet existing and emerging needs, to identify and exploit existing and acquired knowledge assets and to develop new opportunity”.(Wellman, 2009, p. 18)

From the foregoing, it can be said that knowledge management is a set of necessary processes of analyzing, formulating, synthesizing and evaluating knowledge-related developments in order to achieve goals in a coordinated, orderly and purposeful manner.

2.2.The Processes of The Knowledge Management :the integrated Knowledge Management processes consisting of four processes: (Mehdi-Parhizgar & Kiarazm, 2015, pp. 669-670) and (Becerra-Fernandez & Sabherwal, 2010, p. 45)

-creating Knowledge : is one of the most important processes of knowledge management that has a close relationship with creativity and innovation. Knowledge creation is not just information and data processing; new knowledge creation entails the application of intelligence, implicit knowledge, and information;

-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;

-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, Second, what is shared is knowledge rather than recommendations based on the knowledge; Third, knowledge sharing may take place across individuals as well as across groups, departments, or organizations;

-Applying Knowledge: By having the best knowledge, Organizations cannot gain competitive advantage unless they take the best advantage of it. In order to take the best advantage of knowledge, it should be applied completely for the activities of the organization and such thing involves this point that all other processes of the knowledge such as distribution and creation occur.

2.3.The Conception of Organizational Learning:

Organizational learning is one of the modern management concepts that is still in the stage of conceptual development. Here are some definitions of the organizational learning as stated in a number of references:

”The set of actions (knowledge acquisition, information distribution, information interpretation, and organizational memory) within the organization that intentionally and unintentionally influence positive organizational change”.(Noruzy, Dalfard, Azhdari, Nazari-Shirkouhi, & Rezazadeh, 2013, p. 1075)

- ”a process that underpins a firm’s accumulation, generation, and utilization of knowledge ”. (Zuol, Fisher, & Yang, 2019, p. 1168)

-”a special model of organizational culture promoted by the attention given to the change and the way in which it occurs, the flexibility and openness to new ways of work, depending on the goals of the Organization and of its performance targets”. (Antunes & Pinheiro, 2020, p. 141)

-” The change in the organizational knowledge, this change can be adding new information, reducing information or transforming information to the present organizational knowledge such as organizational rules, strategies, cultures and talents”. (Nurullah Genca & Oykulyigum, 2011, p. 1126)

-”as an information processing activity by which an organization enlarges its portfolio of potential behaviors”. (Diclea & Koseb, 2014, p. 959)

-a process which makes the managers and staff through better understanding of environmental or”organizations use to gain knowledge dissemination in organizations”. (Azmaa & Mostafapoura, 2011, p. 2250)

From the above, it can be said that organizational learning is a process that leads to the generation of knowledge and the extent of its possession within the organization . It also permits the knowledge exploitation by the organization in order to develop its internal environment and the ability to be adapted to the surrounding variables for achieving both development and performance in the organization.

2.4. The Relationship between Knowledge Management and Organizational Learning

Knowledge management is a comprehensive process of collecting information, organizing it, and then presenting it in a manner that leads to an improvement in the level of workers’ awareness in certain areas. It also contributes in helping the organization to gain a vision from its experiences and focus on obtaining knowledge, storing it and using it in strategic planning and solving problems.

The world has witnessed and is still witnessing ,today, tremendous waves of continuous change that made it necessary for all organizations to work to perpetuate their work and remain in the market. This cannot be achieved unless these organizations have the competitive advantage through "knowledge" and its management. It is clear that the organizations that can develop best knowledge management practices are organizations that will

possess the competitive advantage, since knowledge is a resource that is difficult to imitate by the competitors. The owner of this resource can produce or provide a service that is characterised with protection and patent production.

The organizational learning process is considered as one of the most important means by which organizations can provide knowledge. The later helps employees build and develop their core capabilities and refine their skills, especially the knowledge that is called 'latent knowledge' which individuals can only acquire through collective work . This kind of work helps employees to share and transfer knowledge among them. It allows them to rank higher and advance in their career easily . In addition to that , they would meet the requirements of any new job they may occupy, regardless of the diversity of its tasks, and its complexity. the collaborative work contributes not only in raising the levels of creativity and innovation of working individuals, but also in satisfying their Psychological needs. As a result , their level of motivation to work would be increased leading to higher, quantitative and qualitative performance.

As a matter of fact , Organizational learning is seen as the basis of the application of knowledge management concepts, and this is evident through:

- it Facilitates individuals learning of knowledge, concepts, and intellectual and theoretical foundations of a given activity. It also provides the learning skills and techniques and how to apply them in work sites and achieve quality outputs;
- Planning and facilitating the flow of information so that it reaches all employees in a degree consistent with the demands of work, and providing them with opportunities to learn and acquire new knowledge and skills;
- Investing in human energies and increasing employees desire to learn in order to improve their performance allowing them get several benefits and advantages that increase the organisation's capacity and performance.

3. Study Methodology

3.1. Types of Data :

Both primary and secondary data was collected:

- **The Primary Data:** These data was collected through Questionnaire method. This method were used to get information from the employee of the Algeria Telecom -Jijel- company at Jijel, because it is suitable tool to get information even from the large number of respondents;

- **The Secondary Data:** Documentary review on issues related to knowledge management and organizational learning. It involved disclosing information from the written documents pertaining the study such as role of knowledge management on organizational learning, relevant information from Books and Journals among others which have already done by other researchers. The main objective of this study is to empirically investigate the impact of knowledge management on organizational learning.

3.2.Sample and Data Collection :

The study selected the Algeria Telecom -Jijel- company as a field for the study .Also, the study population is composed of the employees working in this company. In order to achieve the aims of the study, (64) questionnaires were distributed to the members of the target community.

3.3.Measures of Variables :

This section describes the variables used for measuring the presence of Knowledge Management and Organizational Learning:

- **Knowledge Management:** multiple items (five-point Likert-type scales) was used for measuring each dimesions of Knowledge Management.

- **Organizational Learning:** multiple items (five-point Likert-type scales) was used for measuring Organizational Learning.

3.4.The Statistical Tools Used :

In order to answer the questions of the study and to analyze the data, the following statistical tools have been used:

- **Descriptive Statistic Measures:**Using the arithmetical averages and standard deviations to precise the proportional;

- **Simple Linear Regression:** Using the simple regression coefficient to measure the impact of the independent variable on the dependent one;

- **Cronbach Alpha:** for testing the reliability of the study tool.

The respondents were asked to answer to what extent they agreed or disagreed with the given statements. The extension is determined by $5-1=4$.

In order to identify the length of each scale (statement) $4/5 = 0.80$ is computed. The upper limit for each cell is then determined by adding 0.80 to the code of Strongly Agree, Agree, Neither Agree nor Disagree, Disagree and Strongly Disagree. The following table shows the range of each scale:

Table N°1: Summary of the range of scales

Points	Level of implementation	Scale range
1	Very low	From 1 to 1.80
2	Low	1.81 to 2.60
3	Medium	2.61 to 3.40
4	High	3.41 to 4.20
5	Very high	4.21 to 5

Source: Designed by the researchers.

3.5. Testing of Reliability of the Study Tool:

Validity refers to the condition when the instruments of measurement measure what is supposed to be measured while reliability is the consistence of measurement when observing the same conditions. Furthermore, the reliability of the data was checked by Cronbach Alpha through the application of SPSS computer software. The scale results would be statistically accepted if the Cronbach alpha value was more than (0.60)(Sekaran, U, 2006, p. 311).The internal consistency estimate of reliability of test scores SPSS indicate that the Cronbach Alpha was (0.85) as shown in Table N°2 which indicates that there is a degree of internal consistency of variables used in this study.

Table N°2: coefficients of the reliability of the study tool

Reliability Of The Study Tool	Cronbach Alpha Coefficient Of The Reliability
The axes of Knowledge Management	0.87
The axes of Organizational Learning	0.78
Total Reliability Of The Study Tool	0.85

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

The results of the answers of the study sample individuals about the process of the knowledge management common in the Algeria Telecom -Jijel- company:

It is shown in Table N°3 that the existence of the knowledge management was high degree from the point of view of employees. Its arithmetical average reaches (3.86). There is also a difference in the existence of each process of the knowledge management. The highest is storing knowledge process with a very high degree and an arithmetical average of (4.22) and a standard deviation of (0.69). The second creating knowledge process with a high degree and an arithmetical average of (4.13) and a standard deviation of (0.80). The third applying knowledge process with a high degree and an arithmetical average of (3.97) and a standard deviation of (0.82). But the sharing knowledge process came last with a high degree and an arithmetical average of (3.87) and a standard deviation of (0.76).

Table N°3: Descriptive statistics of processes of the knowledge management common

Order	Ranking Of Dimensions Of The knowledge management	The Arithmetical Averages	The Standard Deviations	Estimation Degree
1	Storing knowledge	4.22	0.69	very high
2	Creating knowledge	4.13	0.80	high
3	Applying knowledge	3.97	0.82	high
4	Sharing knowledge	3.87	0.76	high
The Total Arithmetical Average		3.86	0.59	high

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

The results of the answers of the study sample individuals about the Organizational Learning level in the Algeria Telecom -Jijel- company:

It is evident from Table N°4 that the study sample individuals see the importance of the axis of organizational learning, with an arithmetic mean of (3.91) , and with a high level, and this indicates the approach of the study population's opinions.

Table N°4: Descriptive statistics of the Organizational Learning common

Order	The Organizational Learning	The Arithmetical Averages	The Standard Deviations	Estimation Degree
The Total Arithmetical Average		3.91	0.64	high

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

3.6. 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 Main Hypothesis:

To make sure that the main hypothesis is true, which is:

- The null hypothesis (H_0): Knowledge Management has not a statistical significance ($\alpha < 0.05$) effect in Organizational Learning.

Table N°5 shows the simple regression of the impact of the Knowledge Management on Organizational Learning.

Table N°5: The results of the simple regression analysis of testing the impact of the Knowledge Management as an independent variable in Organizational Learning

The Independent Variable: Knowledge Management	(Beta) Value	(T) Value	Significance Level
Knowledge Management	0.072	0.486	0.000*
R^2 Value	0.605		

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

(*sig $\alpha < 0.05$)

Table N°5 clearly indicates that the value of the determination coefficient is ($R^2 = 0.605$). This means that the variable of Knowledge Management explains (60.5%) of the difference occurring in the dependent alternative referring to Organizational Learning. Since the value ($t=0.486$, significance level = 0.000), we reject the null hypothesis and accept the alternative hypothesis (H_1) which emphasizes the existence of Knowledge Management has a statistical significance ($\alpha < 0.05$) effect in Organizational Learning.

There is also a test for minor hypotheses resulted from the main hypothesis which deal with the impact of Knowledge Management in Organizational Learning.

-The First Minor Hypothesis:

- The null hypothesis (H_{01}): Creating knowledge in Products has not a statistical significance ($\alpha < 0.05$) effect in organizational learning.
Table N°6 shows the simple regression of the impact of Creating knowledge on organizational learning.

Table N°6: The results of the simple regression analysis of testing the impact of Creating knowledge as an independent variable in organizational learning

The Independent Variable: Creating knowledge	(Beta) Value	(T) Value	Significance Level
Creating knowledge	0.377	1.972	0.000*
R ² Value	0.322		

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

Table N°6 clearly indicates that the value of the determination coefficient is ($R^2 = 0.322$). This means that the variable of Creating knowledge explains (32.2%) of the difference occurring in the dependent alternative referring to organizational learning. Since the value ($t=1.972$, significance level = 0.000), we reject the null hypothesis and accept the alternative hypothesis (H_1) which emphasizes the existence of Creating knowledge has a statistical significance ($\alpha < 0.05$) effect in organizational learning.

-The Second Minor Hypothesis:

- The null hypothesis (H_{01}): Storing knowledge in Products has not a statistical significance ($\alpha < 0.05$) effect in organizational learning.
Table N°7 shows the simple regression of the impact of Storing knowledge on organizational learning.

Table N°7: The results of the simple regression analysis of testing the impact of Storing knowledge as an independent variable in organizational learning

The Independent Variable: Storing knowledge	(Beta) Value	(T) Value	Significance Level
Storing knowledge	0.095	2.514	0.003*
R ² Value	0.219		

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

Table N°7 clearly indicates that the value of the determination coefficient is ($R^2 = 0.219$). This means that the variable of Storing knowledge explains (21.9%) of the difference occurring in the dependent alternative referring to organizational learning. Since the value ($t = 2.514$, significance level = 0.003), we reject the null hypothesis and accept the alternative hypothesis (H_1) which emphasizes the existence of Storing knowledge has a statistical significance ($\alpha < 0.05$) effect in organizational learning.

-The Third Minor Hypothesis:

- The null hypothesis (H_{01}): Sharing knowledge in Products has not a statistical significance ($\alpha < 0.05$) effect in organizational learning.

Table N°8 shows the simple regression of the impact of Sharing knowledge on organizational learning.

Table N°8: The results of the simple regression analysis of testing the impact of Sharing knowledge as an independent variable in organizational learning

The Independent Variable: Sharing knowledge	(Beta) Value	(T) Value	Significance Level
Sharing knowledge	0.685	3.214	0.000*
R ² Value	0.268		

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

Table N°8 clearly indicates that the value of the determination coefficient is ($R^2 = 0.268$). This means that the variable of Sharing knowledge explains (26.8%) of the difference occurring in the dependent alternative referring to organizational learning. Since the value ($t=14.506$, significance level = 0.000), we reject the null hypothesis and accept the alternative hypothesis (H_1) which emphasizes the existence of Sharing knowledge has a statistical significance ($\alpha < 0.05$) effect in organizational learning.

-The Fourth Minor Hypothesis:

- The null hypothesis (H_{01}): Applying knowledge in Products has not a statistical significance ($\alpha < 0.05$) effect in organizational learning.

Table N°9 shows the simple regression of the impact of Applying knowledge on organizational learning.

Table N°9: The results of the simple regression analysis of testing the impact of Applying knowledge as an independent variable in organizational learning

The Independent Variable:	(Beta) Value	(T) Value	Significance Level
Creating knowledge	0.170	1.020	0.000*
R^2 Value	0.448		

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

Table N°9 clearly indicates that the value of the determination coefficient is ($R^2 = 0.448$). This means that the variable of Applying knowledge explains (44.8%) of the difference occurring in the dependent alternative referring to organizational learning. Since the value ($t=1.020$, significance level = 0.000), we reject the null hypothesis and accept the alternative

hypothesis (H_1) which emphasizes the existence of Applying knowledge has a statistical significant ($\alpha < 0.05$) effect in organizational learning.

4. CONCLUSION

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

-Knowledge management is a system consisting of a group of processes aiming at classifying, organizing and storing all kinds of knowledge.

-The processes of knowledge management involve knowledge creation, storage, sharing and application. The knowledge management function in the organization operates these processes, develops methodologies and systems to support them, and motivates people to participate in them.

-Organizational learning is the process by which organizations seek to improve their overall capabilities and develop themselves and activating their relations with the environment and adapting to its internal and external conditions. That can be done through the selection and the continuous review of experiences and turning them into knowledge that the organization can obtain and employ in achieving its main objectives.

-The results showed that the level of knowledge creation in the company was high among the employees. This indicates that the company seeks to provide the necessary technologies to acquire new knowledge, and it also uses previous experiences to acquire knowledge.

-The results showed that the level of knowledge storage in the company was very high in terms of employees. The researchers explain this result that the company is trying, through storing knowledge, to convert the implicit knowledge of the employees into explicit knowledge, through a responsible person collecting and storing information accurately and in a way that is easy for everyone to use.

-The results showed that the level of sharing knowledge in the company was high in terms of employees. The reason for this is that the company seeks through the process of distributing knowledge to circulate knowledge and transfer it to employees who need it.

-The results showed that the level of knowledge application in the company was high in terms of employees. The researchers interpret this result to the fact that knowledge management processes are successive and related processes, where the process of applying practical knowledge is the last and most important among the knowledge management processes that the management needs. Without the knowledge application process, the company cannot use the knowledge, benefit from it and invest it.

The Recommendations of the Study:Based on the previous results, the researchers recommend the following:

- The necessity for Algeria Telecom -Jijel-to pay more attention to the requirements of knowledge management, especially increasing the knowledge awareness of the employees by motivating and encouraging them to exchange their knowledge.
- The need to provide training opportunities for the employees of Algeria Telecom -Jijel-company to enable them to develop their knowledge and skills.
- Increasing the work on of organizational learning within Algeria Telecom -Jijel-to be able to keep pace with the tremendous changes in the contemporary business environment.
- Giving more importance to organizational learning as one of the most significant innovative skills that must be developed by the Algeria Telecom -Jijel-company, which wants to succeed and excel in the era of globalization.
- The necessity for Algeria Telecom -Jijel-to support learning opportunities and apply new knowledge.
- The Work on conducting future studies in this aspect on other organizations.

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