

---

## The role of organizational culture in promoting knowledge management

**Meryem ABBES<sup>1</sup>, Fatima Zohra SID<sup>2</sup>, Aicha BAILICHE<sup>3</sup>**

<sup>1</sup> Senior Lecturer Faculty Of Economics And Administrative Sciences ,University Of Djillali Liabes (Algeria),  
meryem8\_9@yahoo.fr,

<sup>2</sup> Senior Lecturer Faculty Of Economics And Administrative Sciences ,University Of Djillali Liabes (Algeria),  
fatimacompta@yahoo.fr,

Senior Lecturer Faculty Of Economics And Administrative Sciences ,University Of Djillali Liabes (Algeria),  
riadh\_bailiche@yahoo.fr,

**Received:** 09 /05 /2023 ; **Accepted:** 12 / 28 /2023 ; **Published:** 12 / 30 /2023

---

### **Abstract :**

The Modern organizations are constantly striving to achieve efficiency, effectiveness, creativity, and create and maintain a competitive advantage. This drives them to constantly work on developing and updating their goals and strategies, developing their products, and using effective tools, methods, and techniques. To achieve this, they seek to acquire renewable knowledge, which is the basic foundation for achieving a competitive advantage and a proactive foundation for creativity and innovation in modern organizations.

Through this research paper, we seek to study the role of organizational culture in promoting knowledge management, through a questionnaire that was distributed randomly to workers in a sample of medium and small enterprises using the SPSS measurement program.

**Keywords:** Organizational culture, Knowledge management, Modern organization, Continuous improvement.

**Jel Classification Codes:** M150;

### **How to cite this article by the APA method:**

**Meryem ABBES, Fatima Zohra SID, Aicha BAILICHE** (2023), *The role of organizational culture in promoting knowledge management*, *Economic Researcher Review*, Volume.11 (issue 02), Algeria: University of Skikda, pp.29 -38

## **Introduction:**

The definition of knowledge management varies with the different approaches to the concept, as well as with the different disciplines and backgrounds of researchers and authors in the field of this concept. This variation is due to the breadth of the concept, its dynamism, or the rapid changes that occur in it. Some of the most important definitions of knowledge management are:

A management process with inputs and outputs that operates within a certain external environment that affects it and its interactions, and is divided into multiple sequential and overlapping steps (such as creating, collecting, storing, distributing, and using knowledge), and its goal is to share knowledge in the most efficient way, to get the greatest value for the organization. It is also considered the result of the interaction between the individual and the organization on the one hand, and the integration of explicit and implicit knowledge on the other.

A set of processes that help organizations to generate, obtain, select, organize, use, publish, and transform important information and experiences that are considered necessary for different administrative activities such as decision-making, problem-solving, and strategic planning.

Knowledge management is also the organized process of searching, selecting, organizing, and displaying information in a way that improves employees' understanding and optimal use of business organizations' assets, and the process of efficiently collecting and innovating knowledge, managing the knowledge base, and facilitating participation in it, in order to apply it effectively in the organization.

It is worth noting that there is a difference between information management and knowledge management, as there is a difference between information and knowledge. Information is organized and structured data to meet specific needs, while knowledge is "what people understand from information and how they benefit from it.

As for the difference between information management and knowledge management, despite their similarities, information management deals with things (data or information), while knowledge management deals with people.

Through this study, we try to answer the following question:

### **How does the organizational culture of individuals contribute to the activation of the application of knowledge management?**

This is done by addressing the following elements:

- Basic concepts of knowledge management.
- Basic concepts related to organizational culture.
- Highlighting the impacts and relationships between knowledge management and organizational behavior in modern organizations.
- Highlighting the increasing role of knowledge management in enabling modern organizations to develop, grow, survive, and continue in the business world.

#### **1. Definition of Knowledge:**

Knowledge is a derivative of the verb "to know" and refers to the ability to distinguish or adapt, considered a productive resource of a new type, we can extract it or extract it from the information collected from several data, where it can be imagined in a sound form increasing in value where the data comes first then followed by information and finally knowledge, so we can say that knowledge is the result of scientific research and innovative projects and which is represented in the known quantity that can be used in any field (Al-Ziddat, 2008).

## **2. Importance of Knowledge Management:**

Regarding the importance of knowledge management, it has been indicated by some that the emergence of knowledge management and its importance goes back to the three most important challenges facing business management today, which are (al-din, 2010):

- How to track customers and serve their needs through the global network (Internet) and e-commerce.
- How to use information technology to gain a share and position in the competitive market.
- Finally, the mechanism that enables the company to rearrange the ideas of employees and their accumulated experiences through the establishment of the concept of organizational education in deepening and building the solid values of the company.

Based on this, the role played by knowledge management through its processes and practices achieves great results in the organizational context, as it is done by virtue of it, enriching work and enhancing productivity, as it makes the customer happy in his dealings with the organization, and the most important of all is the added value achieved at the different levels in addition to creating value for stakeholders through the process of acquiring, storing and using knowledge, thus protecting the organization's market share and building opportunities for future participation and keeping it at the forefront of competitors.

And the importance of knowledge management lies in the fact that it is an indicator of a comprehensive and clear way to understand knowledge management initiatives in removing constraints and restructuring that help in development and change to keep pace with the requirements of the economic environment, and increase the company's returns, employee satisfaction and loyalty, and improve the competitive position by focusing on intangible assets that are difficult to measure and appear results on the long term, so knowledge management is a crucial and vital matter in the information age more than the industrial age.

Some of the importance of knowledge management have considered it in the following points (al-din, 2010):

- Knowledge management is a great opportunity for organizations to reduce costs and raise their internal assets to generate new revenues.
- It is an integrative systematic process to coordinate the different activities of the organization in the direction of achieving its goals.
- It enhances the organization's ability to retain and improve organizational performance based on experience and knowledge, and to develop it.
- Knowledge management allows the organization to identify the required knowledge, document the available knowledge, develop it, share it, apply it and evaluate it.
- Knowledge management is a tool for active organizations to invest their intellectual capital, by making access to the knowledge generated by it easy for the people who need it.

- It is a motivational tool for organizations to encourage the creative capabilities of their human resources to create good knowledge and to reveal the unknown relationships and gaps in their expectations.
- It contributes to stimulating organizations to renew themselves and face the unstable environmental changes.
- It provides opportunities to obtain a permanent competitive advantage for organizations, through its contribution to enabling the organization to adopt more innovations represented in the launch of new goods and services.
- It supports efforts to benefit from all tangible and intangible assets, by providing a framework for promoting organizational knowledge.
- It contributes to maximizing the value of knowledge itself by focusing on content (titi, 2014)

### **3. The objectives of knowledge management:**

Knowledge management gains its importance through the objectives it seeks to achieve, and the main objective of knowledge management is to provide knowledge for the organization on a permanent basis and translate it into practical behavior that serves the organization's goals by achieving efficiency and effectiveness through planning knowledge efforts and organizing them in a way that leads to achieving the strategic and operational goals of the organization, as it focuses on the reasons for knowledge, as sound and sufficient knowledge is the core of wisdom and creativity, and working to provide distinctive and competitive capabilities, as knowledge management works to provide wide capabilities and potentials in information technology to reflect all of them on the behavior of individuals in the organization and touch their capabilities and potentials and affect business models and adopted technologies that work to achieve harmony from building cognitive capabilities and working continuously to develop and maintain them, and the objectives of knowledge management can be mentioned in the following points (titi, 2014) :

- Helps achieve productive efficiency by enabling organization members to deal with many issues, especially new ones, by providing them with the ability to make decisions efficiently and effectively and by forming a future vision for employees.
- Helps knowledge management achieve the organization's economic goals, as it is mainly aimed at the organization's ability, i.e. the institutional ability to use explicit and tacit knowledge.
- Generates the knowledge needed to transform knowledge and achieve learning processes.
- Disseminates knowledge and distributes it to the relevant parties as needed.
- Works to continuously renew and develop knowledge.
- Seeks to find leadership capable of building the knowledge system and managing all activities related to knowledge management.
- Save knowledge, i.e. store it in the designated places.
- Knowledge contributes to changing behavior for the better.
- Considers knowledge management as a good work guide.
- Facilitates the process of sharing knowledge.
- Helps build what is called knowledge specialists, who are people who have information about a topic or specialization.

### **4. Requirements for Applying Knowledge Management:**

The application of knowledge management requires the organization to create an environment that encourages the effective management of knowledge. This environment must have the following elements:

- Organizational structures: The organizational structures that are most suitable for knowledge management are those that are flexible, adaptable, and easy to communicate. They must also be able to respond quickly to changes.
- Organizational culture: The organizational culture must be conducive to learning and knowledge sharing. It must also encourage teamwork and collaboration.
- Information technology: Information technology can play a vital role in knowledge management by providing tools for storing, organizing, and sharing knowledge.

The following are some of the specific requirements for applying knowledge management:

- The organization must have a clear vision and strategy for knowledge management.
- The organization must have the right people in place to manage knowledge.
- The organization must have the right tools and technologies to support knowledge management.
- The organization must have a culture that encourages knowledge sharing and collaboration.

By meeting these requirements, organizations can improve their ability to create, capture, and use knowledge. This can lead to a number of benefits, including:

- Increased productivity
- Improved decision-making
- Reduced costs
- Increased innovation
- Enhanced customer service

Knowledge management is a complex and challenging task, but it can be a valuable asset for organizations that are willing to invest in it. By following the requirements outlined above, organizations can increase their chances of success.

##### **5. The role of leadership in knowledge management:**

Knowledge management requires an unconventional leadership style that can lead others to achieve the highest levels of productivity in the organization. Leaders are no longer described as bosses, but as coordinators, facilitators, or trainers. Therefore, the right leader for knowledge management is the leader who has three essential qualities:

1. The ability to explain the vision to others.
2. To be a role model for them.
3. To have the ability to link this vision in more than one content and within more than one framework that interests the organization and operates through it.

There are other qualities that the leader must have, such as:

- Working to build a shared vision.
- Communicating and dealing with others in the organization on a constant basis and hearing their feedback on his vision, evaluating this vision, and reshaping and developing it, as needed.
- The leader must also ensure that the information that individuals and leaders receive is a reflection of facts and data, and not personal conclusions that have no objective basis. In addition, he must look at the matters related to the organization as flexible and interactive processes, not as rigid and fixed matters.

## 6.1. Information technology:

Modern information technology provides a lot of potential for knowledge management, such as:

- The information network, the internal network, the browser program, data warehouses, data filters, and programs, which facilitate and accelerate knowledge management in organizations.
- In order to have a continuous process of knowledge exchange, four conditions must be available in the technology system:
  - The ability to perceive, monitor, and scan the important aspects of the surrounding environment.
  - The ability to link this information to the values and guidelines of the system's behavior.
  - Identifying the significant constraints on these values and rules.
  - The ability to start taking appropriate corrective actions to ensure that there are contradictions.
- Studies have confirmed that knowledge management systems benefit the organization in achieving better communication, in terms of speed, quality, transparency, and employee participation. They also help to achieve higher efficiency, in terms of reducing problem-solving time and reducing labor. (Ali, 2012)
- The use of electronic performance support systems leads to more learning, through performance, individual learning, and the constant generation of new knowledge, and the ability to obtain and store knowledge. With the inevitability of the existence of all these functions and possibilities, a new function with different names has become in the organizations that care about knowledge management, which is the knowledge manager.

The previous analysis has shown that knowledge management is a new concept that is important for organizations. We also learned about the stages of acquiring knowledge, and that there are requirements for the application of knowledge management, which is the necessity for the organizational structure to be flexible and horizontal, not vertical, and that there should be a conscious and interested leadership in the application of knowledge management and encouraging the exchange of information between employees, with its availability to citizens. The organizational culture must also be favorable for the application of knowledge management, which includes the values that encourage self-learning, the keenness to benefit from others and learn from them, and to satisfy citizens and those dealing with councils and government departments.

In addition to the above, information technology must be available through which information can be exchanged (Ali, 2012).

## 6. Elements of Knowledge Management:

Many researchers point to the four basic components of knowledge management as: (Strategy, People, Technology, and Processes). The organization receives information, energy, and activity from the external environment, and by the participation of the four elements, this information and energy are transformed into knowledge, processes, and structures that produce goods and services. The interaction of the four elements determines the shape and nature of knowledge and the volume of its need.

The following are the four basic components of knowledge management (Al-Malji, 2010):

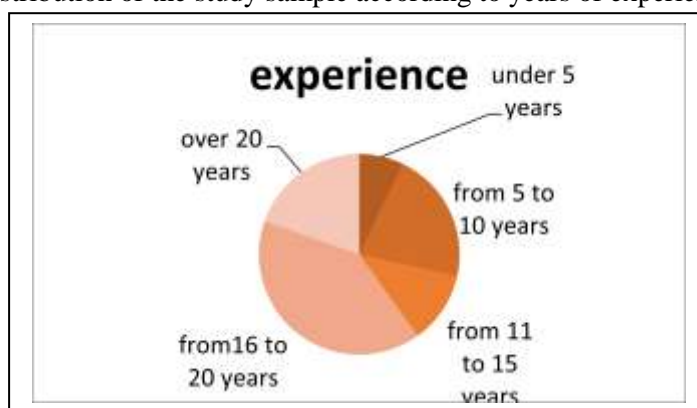
- **Strategy:** The organization's strategy must be aligned with its knowledge management goals. This means that the organization must have a clear understanding of what knowledge it needs to achieve its goals, and how it will capture, store, and share that knowledge.
- **People:** People are the most important asset in any knowledge management initiative. The organization must have a workforce that is knowledgeable, skilled, and motivated to share their knowledge.
- **Technology:** Technology can be a valuable tool for knowledge management, but it is not a substitute for human interaction. Technology can be used to capture, store, and share knowledge, but it cannot create knowledge.
- **Processes:** The organization must have a set of processes in place for capturing, storing, and sharing knowledge. These processes should be efficient and effective, and they should be aligned with the organization's strategy.

The interaction of these four components is essential for successful knowledge management. By aligning its strategy, people, technology, and processes, the organization can create a knowledge-based environment that can drive innovation and improve performance.

## 7. Results and discussion.

The study population consisted of all workers in a sample of small and medium-sized enterprises (SMEs) with a total of 350 workers. The questionnaire was distributed randomly to obtain 290 measurable responses. Descriptive statistics tools were used to extract the mean and standard deviation (on the Likert-5 scale) of the answers of the research sample for the questionnaire statements related to the variables of organizational culture and knowledge management

*Figure 1.* Distribution of the study sample according to years of experience in administrative work:



*Source : Prepared by the researcher.*

Experience is an important variable in the process of storing information and thus enhancing knowledge. The pie chart shows that 40.31% of employees have 16-20 years of experience in the administrative field, followed by 20.37% of employees with 5-10 years of experience, followed by 11.52% with 11-15 years of experience. As for the administrators working for more than 20 years, their current percentage is 19.60. Therefore, we find that almost half of the

study sample are young people with more than a decade of experience in the field of administrative work. This is a testament to the study sample's understanding of knowledge management concepts.

**The most important statements of knowledge awareness and organizational culture are as follows:**

Standard deviation	arithmetic mean	Statement	Number
<b>0.594</b>	<b>3.829</b>	Knowledge awareness	<b>1</b>
0.823	3.652	Knowledge is information that is acquired from experience and previous experiences	1.1
0.583	4.033	Knowledge is information that is acquired from academic achievement	1.2
0.647	3.736	Adopting knowledge means exchanging experiences and knowledge with others	1.3
0.589	3.652	Knowledge increases the chances of promotion to higher positions	1.4
0.755	3.005	Sharing knowledge fills gaps in my knowledge and makes me more productive	1.5
<b>0.517</b>	<b>3.931</b>	Organizational culture	<b>2</b>
0.516	3.764	The institution adopts a culture of teamwork rather than individual work	2.1
0.629	4.184	The institution facilitates the exchange of knowledge between individuals between different units without being bound by the barriers of the organizational structure	2.2
0.592	4.007	The institution relies on modern information	2.3
0.831	3.758	The institution supports individuals to acquire knowledge and academic achievement	2.4
0.802	3.780	The leadership style in the institution makes me feel a sense of belonging to it	2.5

*Source : Prepared by the researcher, based on SPSS output*

From the table, we can see that the mean and standard deviation of each dimension of knowledge awareness indicate a high level of acceptance, or a "agree" attitude. This indicates that individuals are aware of the concept of knowledge, its management, and its sharing in general. They are also willing to share their knowledge, which reflects an interactive process that leads to the creation of new knowledge. Individuals also share their previous experiences with each other, which increases the chances of acquiring knowledge. This leads to increased individual and collective productivity, the activation of the promotion system, and the improvement of performance within the organization in general.



We can also see from the same table that the mean and standard deviation of each dimension of organizational culture indicate a high level of acceptance, or a "agree" attitude. This indicates that individuals are aware of the importance of cooperation and the existence of a common cooperative environment that supports the knowledge management process. Individuals are also loyal to the organization, which is a result of the management's emphasis on the importance of individuals and their motivation to propose new visions. The management also facilitates the processes of containing and implementing ideas, as well as the transmission of acquired information without imposing barriers through effective governance practices.

Through the field study that we conducted on a sample of small and medium-sized enterprises, and after analyzing the information that we collected through the distribution of the questionnaire to a total of 290 workers, and analyzing and interpreting the results obtained based on the program's outputs, we concluded that the organizational culture in the organizations under study has a statistically significant role in activating the knowledge culture and thus knowledge management. It is important to note that the results explain some dimensions of organizational culture and knowledge management.

## 8. Conclusion.

The previous paragraphs have shown that knowledge plays a major role and a clear importance in the efficiency and effectiveness of business organizations' activities. Therefore, the interest in managing this resource has increased day by day, especially after its clear and significant impact on achieving creativity and competitive advantage for modern organizations. Knowledge is an old and renewable field, and interest in it has emerged for thousands of years. Today, the modern organization sees knowledge as the basic pillar of competitive advantage and an effective basis for creativity and innovation processes. Among the most important forms of knowledge classification, we find explicit knowledge and implicit knowledge.

Knowledge management is one of the relatively modern fields. It is one of the fields that have not yet matured in its integrated image, and it is still in the stage of self-discovery. The main purpose of this management is to manage, organize, direct, and control knowledge activities and efforts to achieve goals. Knowledge management includes basic dimensions on which it is based, which are the technological dimension, the organizational/logistical dimension, and the social dimension. Knowledge management contributes through its processes (generating, storing, distributing, and applying knowledge) to achieving the organization's goals.

Finally, it is worth mentioning that knowledge management has achieved great value for organizations, and has led to the innovation of intellectual outputs. It is also essential for the survival of the organization and the preservation of its competitive strength. This is what made organizations need energy to organize, use, preserve, and develop the capabilities of their employees.

### Referrals and references:

- Al-din, i. n. (2010). *Knowledge Management and Modern Technology*. Amman, Jordan: Dar Osama for Publishing and Distribution.

- Ali, A. (2012). The concept of information and knowledge management. *Journal of Damascus University* , 501.
- Allen, Verna, *The Knowledge Evolution* (MA, Boston: Butterworth-Heinemann, 1998 p37
- Al-Malji, R. A. (2010). *Knowledge management and organizational learning*. Cairo: Tayba Publishing and Distribution Foundation.
- Al-Ziddat, M. A. (2008). *Contemporary trends in knowledge management*. Amman, Jordan: Dar Safwa for Publishing and Distribution.
- (2008) *Contemporary trends in knowledge management* Awad Al-Ziyadat distribution and publishing Amman, Jordan.
- Dueck, G., Views of Knowledge are Human Views, *IBM Systems Journal*, vol. 40, no. 4, 2001, pp. 885-888.
- Holsapple, C. and M. Singh, *The Knowledge Value Chain Model: Activities for Competitiveness*, (Arlington: Schema Press, 2001) , pp.77-98.
- Grover, V., and Davenport, T., General Perspectives on Knowledge Management, *Journal of Management Information System*, vol. 18, no. 1, 2001, pp. 5-21.
- Titi, k. m. (2014). *Knowledge management: challenges, technologies, and solutions*.
- Wiig, Karl, *Knowledge Management Foundations* (Arlington: Schema Press, 2003)p 11.