

The Role of The Organizational Culture in The Success of The Application of The Knowledge Management

A field Study in The Administrative Departments Working in JIJL

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Received: 26/02/2019

Accepted: 23/06/2019

Published: 31/07/2019

Abstract:

This study aims to identify the dimensions of the prevailing organizational culture, and the level of knowledge management in the administrative departments working in Jijel, from the employees' point of view. As well to identify the extent of the impact of organizational culture prevailing in the knowledge management. In order to achieve the target, the random sample method of scanning the overall study population was adopted and (170) questionnaires were distributed on a sample of the study.

The study reached the following findings.:

- Organizational Culture has a significant effect on knowledge management.
- Organizational Culture has a significant effect on creating knowledge.
- Organizational Culture has a significant effect on storing knowledge.
- Organizational Culture has a significant effect on sharing knowledge.
- Organizational Culture has a significant effect on applying knowledge.

Key words: Organizational Culture; Knowledge Management; Processes of Knowledge Management.

Jel Classification Codes : D73; D83; M14

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I. Introduction:

The subject of the organizational culture has recently been given a great importance by both theorists interested in the organizational management of human behavior and human resources and also by those of the sociology of organizations. That is because organizational culture is highly seen as one of the main factors that lead to the success or the failure of business organizations, particularly in a changing business environment. It is evident that the organizations have a strong and adaptive culture that would enable their members to be in commitment to innovation, enhancement and the participation in decision making. That will enhance good individual performance which allows the organization to reach its goals.

These goals cannot be reached without setting a method that requires intellectual capital that can face future challenges. Nowadays, the knowledge management is an effective and efficient way that can face the various challenges because creating and sharing knowledge and making the best use of it mostly shows to what extent societies are developed and how they are able to contribute to a knowledge-based economy. From another hand, the organizational culture is considered as a significant factor in introducing and applying knowledge management. This later needs a supporting and an encouraging organizational culture within organizations. Moreover, the common cultural values should be suitable for, and in accordance with, the continuity of learning and knowledge sharing. The organizational culture should also promote team work, exchange ideas and supporting others.

1. The Problem of the Study:

It is clear that all organizations can be influenced by the ideas and thoughts common in their surrounding environments. This is because of the considerable contribution of the cultural characteristics in shaping the individual's behavior in his organization. Besides, the organizational culture plays a significant role in the success of the knowledge management use or application initiatives. Thus, we can state the problem of the study as follows:

To what extent does the Organizational Culture contribute in the success of the Knowledge Management from the perspectives of the employees working the administrative departments in Jijel ?

Departing from this research problem, we aroused these important secondary questions:

- Which organizational culture is common in administrative departments in Jijel ?
- What the processes of knowledge management are common in administrative departments in Jijel ?
- What is the influence of the components of organizational culture in the success of the application of knowledge management in the administrative departments in Jijel ?

2. The Study Hypothesis:

Based on the main and secondary questions above, we have set the following hypotheses as primary answers :

2.1 The Main Hypothesis:

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

- { (H₀): Organizational Culture has no a statistical significance ($\alpha < 0.05$) effect in knowledge management.
- { (H₁): Organizational Culture has a statistical significance ($\alpha < 0.05$) effect in knowledge management.

2.2 The Secondary Hypotheses :

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

- { (H₀₁): Organizational Culture has no a statistical significance ($\alpha < 0.05$) effect in creating knowledge.
- { (H₁₁): Organizational Culture has a statistical significance ($\alpha < 0.05$) effect in creating knowledge.
- { (H₀₂): Organizational Culture has no a statistical significance ($\alpha < 0.05$) effect in storing knowledge.
- { (H₁₂): Organizational Culture has a statistical significance ($\alpha < 0.05$) effect in storing knowledge.
- { (H₀₃): Organizational Culture has no a statistical significance ($\alpha < 0.05$) effect in sharing knowledge.
- { (H₁₃): Organizational Culture has a statistical significance ($\alpha < 0.05$) effect in sharing knowledge.
- { (H₀₄): Organizational Culture has no a statistical significance ($\alpha < 0.05$) effect in applying knowledge.
- { (H₁₄): Organizational Culture has a statistical significance ($\alpha < 0.05$) effect in applying knowledge.

3. Research Model of the Study:

The model of the present study consists of two variables as it is shown in the figure1.

4. The Targets of the Study:

The present study aims at identifying and clarifying some of the following points:

- Having an idea about organizational culture in the administrative departments in jijel.
- Knowing to what extent the employees in these departments are cognized of knowledge management and its application.
- Understanding the role of organizational culture and the success of the knowledge management in those departments.
- Obtaining new results and suggestions.

5. Theoretical Framework:

5-1 Organizational Culture Definitions:

Organizational culture is a concept that is often observable but difficult to define and describe. There are many definitions for Organizational Culture as following:

- "The specific collection of norms, standards and values that are shared by members of an organization which affect the way an organization does the business". (Baker-Smith, 2001)
- "a system of shared values, norms, beliefs, attitudes and ways of thinking among all organizational members". (Mckinnon, Harrison, 2003)
- "the specific collection of values and norms that are shared by people and groups in an organization".
- "A system of shared meaning held by members that distinguishes the organization from others organizations ". (Robbins, 2006)

According to these definitions, the organizational culture is something that is shared by a group of people. This group has common values, behaviors, norms and assumptions that affect the way they go about their work and solve their problems on a day-to-day basis.

5-2 Organizational Culture Types:

Organizational literature has the difficulty of identifying a typical framework for different organizational culture types, mainly because the shared assumptions and understanding lie beneath the conscious level of individuals.

Wallach's (1983) organizational culture index profiles in three stereotypical dimensions (Mckinnon, Harrison, 2003) as in the Table (1).

5-3 Knowledge Management Definitions:

Knowledge becomes a strategic resource of the organization as the basis of competitive advantage in the organization. KM is not something new. It is going to be something tangible and, in other words, there is a type of revolution on this topic today. The Knowledge Management is defined as the following:

- "a core capability can give a new source of competitive advantage in the organization". (ALHAWARI. S, 2008)
- "the tools, techniques, and processes for the most effective and efficient management of an organization's intellectual assets aimed to address the challenge faced by modern organizations". (Al-Zayyat. A. K, 2007)
- "management program which manages and diffuses a set of activities of knowledge-resources acquisition, creation, and sharing". (Chen. W, 2008)
- "a managerial action that is a specific controlling and planning activity within a company aimed at achieving the strategic objectives by creating, capturing, internalizing, and using appropriate knowledge". (Kuei-Hsien Niu, 2008)

Common elements of these definitions are, that Knowledge Management is a set of practices developed in an organization to create, acquire, maintain and transfer knowledge.

5-4 The Central Processes of The Knowledge Management :

For the purpose of making those processes much clear and well defined , we examined all the available samples for literature review of knowledge management respecting the time order for further and continuing observation. The lifecycle of the knowledge management should study the processes that lead to get the knowledge from its internal and external sources. Besides, it should be classified, evaluated, stored and reached and used, improved and deleted when it becomes useless. Practically , the knowledge management seeks the knowledge , records it and organizes it and also

makes sense of reaching it.(Burk,1999) has distinguished four knowledge management processes which are : creation , organization , participation ,use and reuse . He formed it as a cycle that starts with creation and ends with it. (Mcelroy, 2000) has referred to knowledge building, sharing and improving processes and the last step is its application. The organization requires some learning on how to produce and share knowledge. The system of the knowledge management has to be able to

store and improve, change and correct of the knowledge.(Trigg, 2002) has indicated the processes of acquiring knowledge , treating ,storing ,using and reusing it. For (loudon & loudon, 2000) he insisted that when the knowledge becomes something strategic ,the success of the organization

greatly depends on the processes of collecting , producing ,storing ,and sharing knowledge. The process of knowledge, acquisition sharing and reusing it as (Marting, 1998) claimed .

However, (Wick, 2002) clearly stated that the knowledge management processes differ according to the study issue. For instance, the issues concerned with the technical sides and documents focus on the process of continuing, improving storing and using and reusing knowledge. But the organizational and social and the value issue emphasizes the process of creation and production of new knowledge.

In his turn, (mertins, 2001) has shown the processes on the figure (02). However, the knowledge management processes according to the organization model (Fraunhofer IPK) adopted by (Heisig & Vorbeck, 2001) who set six central processes for knowledge management in their investigating study on the European firms:

- ✓ Identification of the knowledge.
- ✓ Setting the objectives of the knowledge.
- ✓ Creating the knowledge.
- ✓ Storing the knowledge.
- ✓ Sharing the knowledge.
- ✓ Applying the knowledge.

These processes will be explained for showing more clarity about their meaning and importance in the knowledge management model (Mehdi , Kiarazm 2015) (BECERRA, SABHERWAL, 2010):

5-5 The Relationship between Organizational Culture and the Knowledge Management building :

In fact, the success of the application of knowledge management depends *on* organizational culture that supports the efforts and the activities of the employees in the organization. In order to benefit from knowledge, there should be an encouraging environment for effective knowledge management and, then, storing, transferring and applying it. The organizational culture is a series values, beliefs and feelings that exist among employees within an organization. For example, how individuals treat each other and the expectations of each one from others and from the organization and how they explain the others' behaviors.

On the basis of what we have seen, the application of knowledge management in any organization requires that the common cultural values would be suitable and in accordance with the principle of the continuity in learning and managing knowledge. The organizational culture also should encourage the sense of team work and exchange of ideas and supporting the others. Besides, there should be real example of the leadership that takes care of knowledge. The factors that help and motivate to consider the notion of knowledge management and the participation in knowledge are fundamentals to knowledge creation.

But this process faces a problem of the will of individuals because of the following reasons:

- The time is necessary for the participation in knowledge when there is a will to do that.
- The lack of experience in how to manage knowledge.
- Misunderstanding knowledge management, its application and its benefits.
- The unavailability of appropriate information technology that makes the participation in knowledge easier.

- Inexistence of programs and the culture of participation in knowledge that should be provided by the administration.
- The deficiency in funding the programs that help the participation in knowledge.
- The failure of the organizations in supporting the culture of participation in knowledge.

Moreover, the process of developing the culture common requires the discussion with individual employees in the organizations about the importance of changing this culture. The benefit that organizations may gain through promoting this culture is also necessary. In addition to that, the extent to which the organizations may pay much of its efficiency and performance in the absence of this culture is also to be displayed. So, there are factors that negatively affect the way that organizations consider the knowledge management by the organizations. Thus, getting rid of them, first, before introducing this concept to the organizations is essential. For instance, the belief that the knowledge of the individuals themselves is worthy too. The misunderstanding of the real meaning of knowledge management and the culture that organization in which it would apply the knowledge management

II . Methods and Materials:

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

1 . Sample and Data Collection

The present field study took place in the administrative departments working in Jijel. The study community has consisted of the employees from the general administration services of (17) departments.

To reach the objectives of the study, a sample of (170) employees has been chosen from the 17 departments which are: the department of health and population, the department of energy, the department of industry and mines, the department of vocational train in, the department of employment, the department of local administration, the department of organization and general affairs, the department of education, the department of agriculture, the department of environment, the department of programming and budget, the department of commerce, the department of culture, the department of youth and sport, the department of construction and housing , the department of public works , the department of tourism and traditional crafts.

The sample unit is composed of the employees from the general administration working in the departments above.

2. Measuring of Variables

This section describes the variables used for measuring the presence of Organizational Culture and Knowledge Management Processes.

* **Organizational Culture:** This scale was based on (Wallach , 1983). multiple items (five-point Likert-type scales) were used for measuring each types of Organizational Culture.

* **Knowledge Management:** Hence, multiple items (five-point Likert-type scales) were used to measure Knowledge Management process.

3. 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:

Using Cronbach alpha coefficient to precise the degree of reliability of the study tools.

- **Descriptive Statistic Measures:** Using the arithmetical averages and standard deviations to precise the proportional significance of the sample individuals, response towards the axes and the dimensions of the study variables.
- **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.

4 Testing the Reliability of the Tools:

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 be statistically accepted if the Cronbach alpha value was more than (0.60) (Sekaran, 2006).

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 (2), we notice that the Cronbach alpha ranges between (0.655 – 0.907). Thus we can say that the tool of the study and the results obtained are reliable and suitable for measuring the variables.

III. Results and discussion :

1. The dimensions of the organizational culture common in the administrative departments in Jijel:

The Table (3) shows that the existence of the organizational culture was average from the point of view of employees. Its arithmetical average reaches (3.16). There is also a difference in the existence of each dimension of the organizational culture. The highest is Bureaucratic dimension with a high degree and an arithmetical average of (4.18) and a standard deviation of (0.46) .The second is supporting dimension with a medium degree and an arithmetical average of (3.36) and a standard deviation of (0.42) .but The creative dimension came last with a medium degree and an arithmetical average of (3.25) and a standard deviation of (0.35).

These results reflex the preoccupation of the **administrative departments with the official procedures and their commitment to the regulations** and notes at the workplace. However, the supporting and the creative dimensions got less advantage.

2. The process of the knowledge management common in the administrative departments in Jijel :

It is shown in Table (4) that the existence of the knowledge management was average from the point of view of employees. Its arithmetical average reaches (3.24). There is also a difference in the existence of each process of the knowledge management. The highest is creating knowledge process with a high degree and an arithmetical average of (4.00) and a standard deviation of (0.45) .The second is applying knowledge process with a high degree and an arithmetical average of (3.55) and a standard deviation of (0.57). The third is sharing knowledge process with a medium degree and an arithmetical average of (3.30) and a standard deviation of (0.56). But the storing knowledge process came last with a medium degree and an arithmetical average of (2.99) and a standard deviation of (0.61).

These results reflex the preoccupation of the **administrative departments with the official procedures and their commitment to the regulations** and notes at the workplace. However, the storing and applying dimensions got less advantage.

3. Testing the 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): Organizational Culture has a statistical significance ($\alpha < 0.05$) effect in knowledge management.

Table (5) shows the multiple regression of the impact of the organizational culture on the knowledge management.

Table (5) clearly indicates that the value of the determination coefficient is ($R^2 = 0.654$). This means that the variable of the organizational culture explains (65.4%) of the difference occurring in the dependent alternative referring to the knowledge management.

- Since the value ($t=2.621$, significance level = 0.011), we reject the null hypothesis and accept the alternative hypothesis (H_1) which emphasizes the existence of organizational Culture has a statistical significance ($\alpha < 0.05$) effect in knowledge management.

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

The First Minor Hypothesis:

- **The null hypothesis** (H_{01}): Organizational Culture has a statistical significance ($\alpha < 0.05$) effect in creating knowledge process.

Table (6) shows the multiple regression of the impact of the organizational culture on the creating knowledge process.

Table (6) clearly indicates that the value of the determination coefficient is ($R^2 = 0.314$). This means that the variable of the organizational culture explains (31.4%) of the difference occurring in the dependent alternative referring to the creating knowledge process.

- Since the value ($t=5.578$, significance level = 0.000), we reject the null hypothesis and accept the alternative hypothesis (H_{11}) which emphasizes the existence of organizational Culture has a statistical significance ($\alpha < 0.05$) effect in creating knowledge process.

The Second Minor Hypothesis:

- **The null hypothesis** (H_{02}): Organizational Culture has a statistical significance ($\alpha < 0.05$) effect in storing knowledge process.

Table (7) shows the multiple regression of the impact of the organizational culture on the storing knowledge process.

Table (7) clearly indicates that the value of the determination coefficient is ($R^2 = 0.317$). This means that the variable of the organizational culture explains (31.7%) of the difference occurring in the dependent alternative referring to the storing knowledge process.

- Since the value ($t=5.617$, significance level = 0.000), we reject the null hypothesis and accept the alternative hypothesis (H_{12}) which emphasizes the existence of organizational Culture has a statistical significance ($\alpha < 0.05$) effect in storing knowledge process.

The Third Minor Hypothesis:

- **The null hypothesis** (H_{03}): Organizational Culture has a statistical significance ($\alpha < 0.05$) effect in sharing knowledge process.

Table (8) shows the multiple regression of the impact of the organizational culture on the creating knowledge process.

Table (8) clearly indicates that the value of the determination coefficient is ($R^2 = 0.288$). This means that the variable of the organizational culture explains (28.8%) of the difference occurring in the dependent alternative referring to the sharing knowledge process.

- Since the value ($t=5.249$ significance level = 0.000), we reject the null hypothesis and accept the alternative hypothesis (H_{13}) which emphasizes the existence of organizational Culture has a statistical significance ($\alpha < 0.05$) effect in sharing knowledge process.

The Fourth Minor Hypothesis:

- **The null hypothesis** (H_{04}): Organizational Culture has a statistical significance ($\alpha < 0.05$) effect in applying knowledge process.

Table 8 shows the multiple regression of the impact of the *organizational culture* on the applying knowledge process.

Table (9) clearly indicates that the value of the determination coefficient is ($R^2 = 0.564$). This means that the variable of the organizational culture explains (56.4%) of the difference occurring in the dependent alternative referring to the applying knowledge process.

- Since the value ($t=9.376$, significance level = 0.000), we reject the null hypothesis and accept the alternative hypothesis (H_{14}) which emphasizes the existence of organizational Culture has a statistical significance ($\alpha < 0.05$) effect in applying knowledge process.

IV- Conclusion:

As a matter of fact, the knowledge management is resulted from the progresses and the changes that took place in the external environment and extended to other fields of administration. Consequently, the knowledge management helps the organizations face competitive environmental challenges. In order, for an administration, to succeed in the application of processes of knowledge management, individual employees should be interested in organizational culture. That would be achieved through preparing a suitable atmosphere for them to participate in creating, storing, sharing and applying the knowledge. For that reason, the organizational culture is viewed as a modern and, at the same time, vital field that study the activity of the organizations because it ensures the framework in which they work and also differ from their rivals. The organizational culture reflexes the values, customs, traditions, norms, rules and regulations which all the members of the organizations share. It similarly identifies and shapes the kind of their culture. In addition, the knowledge management has reached a high level of recognition since it is seen as an intellectual development in business. That is through its effective contribution in developing the performance of the organizations and improving their processes of creating, storing, sharing and applying knowledge. Today, the modern organizations focus on increasing its share of knowledge by means of taking advantage of those processes through educating the employees.

1. The Results of the Study:

The present study has attained the following results:

- The organizational culture is a method of shared beliefs & values helping individual for understanding the organizational functions through providing a set of norms to determine the behaviors.
- Knowledge management is a way of creating, executing, transforming and storing of the right knowledge that leads to the design of better policy, modification of action and delivery of result.
- The level of the organizational culture common in the administrative departments in Jijel from the perspective of the employees is medium .the results have revealed that the existence of the bureaucratic culture comes at the first place. Then, followed by the supportive culture and the creative culture respectively. This implies that the administrative departments in question offer a great deal of importance to follow the official procedures and commitment to the regulations and notes at the work place.
- 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.
- The study has revealed that there is an impact having statistical significance of the organizational culture on the knowledge management processes.
- The result of the study has revealed that there is an impact having a statistical significance of the organizational culture on creating knowledge process.
- The result of the study has revealed that there is an impact having a statistical significance of the organizational culture on storing knowledge process.
- The result of the study has revealed that there is an impact having a statistical significance of the organizational culture on sharing knowledge process.
- The result of the study has revealed that there is an impact having a statistical significance of the organizational culture on applying the knowledge process.

2. The Recommendations:

the study concluded a series of recommendations including:

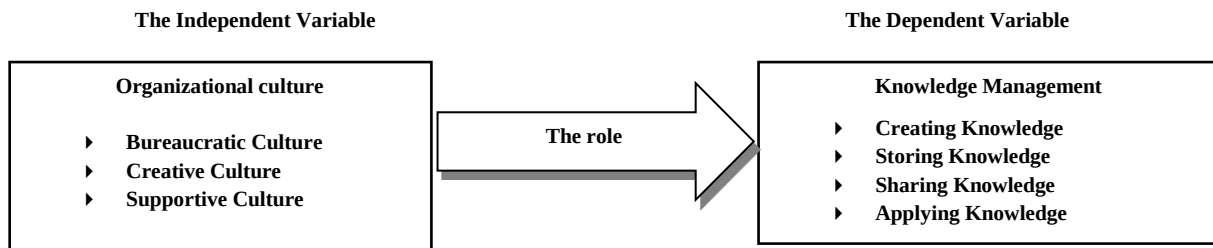
- Work for building a type of leadership which contributes to instill the core values and beliefs of the organizational culture, as a model to motivate staff and support innovation and to alert workers to the better.
- Work for promoting an innovation culture on the administrative departments in Jijel to its importance in commitment to change by creating an environment that supports the empowerment of workers, and strengthen the team spirit to create new ideas.
- Work for raising the level of knowledge management process for workers through their participation in decision-making, setting goals, outlining plans and strategies, and make them aware of the importance of application of knowledge management in organization.

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Appendix:

Figure (1): Conceptual Model



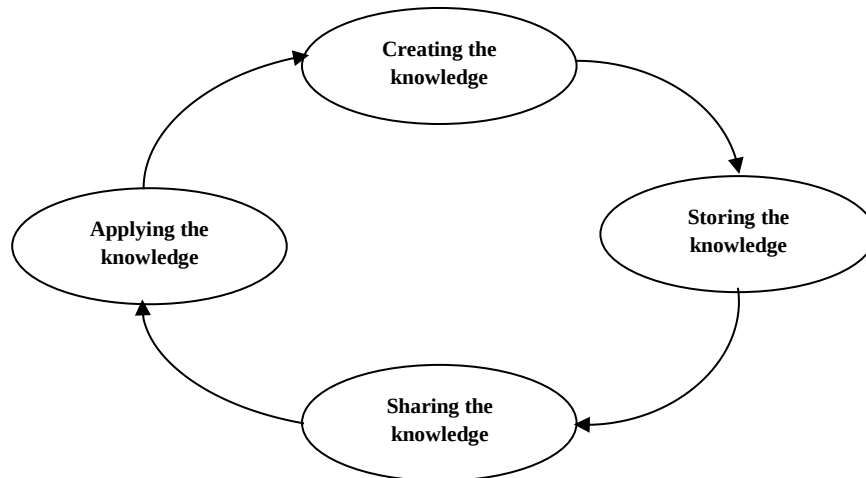
Source: edited by the researchers on the basis of the literature review.

Table (1): Wallach's Cultural Dimensions

Element	Bureaucratic	Innovative	Supportive
Work place	Hierarchical & compartmentalized	Exciting & dynamic	Warm & "fuzzy"
Type of employees	Unimaginative	Entrepreneurial & ambitious	Friendly & people focused
Orientation	Power orientated	Results orientated	Relationship orientated
Type of company	Large market share in a stable market; Efficient systems and procedures	Creative	Highly supportive environment

Source: (ALHAWARI, 2006)

Figure 02: The central processes of the Knowledge Management



Source : Metins, K. and Heisig P. vorbeck J, (2001)

Table (2): coefficients of the reliability of the study tool and its dimensions

Reliability Of The Study Tool		Cronbach Alpha Coefficient Of The Reliability
The axes Organizational Culture	Bureaucratic Culture	0.679
	Creative Culture	0.655
	Supportive Culture	0.778
	Total reliability	0.863
The Knowledge Management		0.834
Total Reliability Of The Study Tool		0.907

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

Table (3): Descriptive statistics of dimensions of the organizational culture common:

Order	Ranking Of Dimensions Of The Organizational Culture	The Arithmetical Averages	The Standard Deviations	Estimation Degree
1	Bureaucratic Culture	4.18	0.46	High
2	Supportive Culture	3.36	0.42	Medium
3	Creative Culture	3.25	0.35	Medium
The Total Arithmetical Average		3.16	0.63	Medium

Source: realized by the researcher on the basis of the SPSS results.

Table (4): Descriptive statistics of processes of the knowledge management common:

Order	Ranking Of Dimensions Of The Organizational Culture	The Arithmetical Averages	The Standard Deviations	Estimation Degree
1	Creating knowledge	4.00	0.45	High
2	Applying knowledge	3.55	0.57	High
3	Sharing knowledge	3.30	0.56	Medium
4	Storing knowledge	2.99	0.61	Medium
The Total Arithmetical Average		3.24	0.36	Medium

Source: realized by the researcher on the basis of the SPSS results.

Table (5): The results of the simple regression analysis of testing the impact of the organizational culture as an independent variable in the knowledge management.

The Independent Variable: The Organizational Culture	(Beta) Value	(T) Value	Significance Level
The Organizational Culture	0.254	2.621	0.011*
R ² Value	0.654		

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

Table (6): The results of the simple regression analysis of testing the impact of the organizational culture as an independent variable in the creating knowledge process.

The Independent Variable: The Organizational Culture	(Beta) Value	(T) Value	Significance Level
The Organizational Culture	0.639	5.578	0.000*
R ² Value	0.314		

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

Table (7): the results of the simple regression analysis of testing the impact of the organizational culture as an independent variable in the storing knowledge process.

The Independent Variable: The Organizational Culture	(Beta) Value	(T) Value	Significance Level
The Organizational Culture	0.473	5.617	0.000*
R ² Value	0.317		

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

Table (8): The results of the simple regression analysis of testing the impact of the organizational culture as an independent variable in the sharing knowledge process.

The Independent Variable: The Organizational Culture	(Beta) Value	(T) Value	Significance Level
The Organizational Culture	0.487	5.249	0.000*
R ² Value	0.288		

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

Table (9): the results of the simple regression analysis of testing the impact of the organizational culture as an independent variable in the applying knowledge process.

The Independent Variable: The Organizational Culture	(Beta) Value	(T) Value	Significance Level
The Organizational Culture	0.675	9.376	0.000*
R ² Value	0.564		

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

How to cite this article by the APA method:

Beldjezia Omar, Boulahia Tayeb. (2019). The Role of The Organizational Culture in The Success of The Application of The Knowledge Management: A field Study in The Administrative Departments Working in JIJL, *Roa Iktissadia Review*, 09 (01), Algeria: University Eloued, pp 121-134.

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