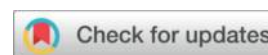




## Developing Organizations through Knowledge Mechanisms

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### Abstract:

This research aims to highlight the importance of knowledge management in organizations and strategies for confronting problems. Organizational culture has always expressed the nature of the strength or weakness of the organization, whether in its internal environment or at the level of its business environment. The goal is, through the accumulation of these data, to create an organized administrative level that manages and enhances the various acquired knowledge of the learning organization based on harnessing various human, technical, and material resources to achieve the required effectiveness both internally and externally.

**Keywords:** learning organization, organizational culture, communication network, knowledge management, administrative creativity.

### Introduction

Knowledge management in learning organizations is based on a set of values and standards characterized by high flexibility while maintaining its core values within the framework of the organizational culture rules, which evolve across generations. This evolution preserves the dominant values and accepts effective incoming values within a dynamic process aiming at achieving cumulative knowledge and experiences that the organization goes through, refining them into a well-organized framework that activates the overall vision and achieves the organization's various goals

The phenomenon of knowledge management in learning organizations has gained significant attention from experts and specialists in the socio-organizational field due to its utmost importance in ensuring the organization's survival and stability within the overall system in which it operates. Among the main drivers of knowledge management are the nature of the organizational culture, its prevailing values, and the way it deals with incoming values that enhance its effectiveness within the communication network the organization operates within. Additionally, the nature of its organizational structure, which represents an added strength due to its flexibility in responding to external influences from the business environment or the overall organizational environment, is key.

In this context, the following general question can be raised: Does the learning organization seek to produce knowledge management values? To answer this question, the following hypothesis can be proposed: The learning organization strives to create knowledge management values.

This general question can branch out into the following sub-questions:

- Does organizational culture contribute to the production of values for administrative creativity?
- Does the communication network play a role in enhancing the flow of knowledge within the organization?
- From these sub-questions, we can hypothesize the following:

- Organizational culture contributes to producing values for administrative creativity.
- The communication network plays a role in enhancing the flow of knowledge within the organization.

This research paper highlights the importance of knowledge management in organizations, focusing on addressing every aspect and condition the organization goes through and the strategies for confronting problems with corrective solutions. The benefit from this accumulation of knowledge involves forecasting the future and predicting preventive solutions. This, of course, falls within the framework of knowledge management, which makes it important to address the characteristics that distinguish learning organizations from their regular counterparts.

### **1. Defining study concepts**

Through this research paper, the value of the learning organization in terms of generating added values related to knowledge management has been addressed. To achieve this, the paper seeks to establish specific organizational principles closely tied to the organization's culture, which serves as the primary reference for its effectiveness and efficiency in absorbing different perspectives, including those from informal organizations, pressure groups, and various socio-cultural trends.

Knowledge management is considered a contemporary concept in organizations, closely linked to the communication network within the organization, whether at the level of the internal environment, business environment, or the overall environment. Therefore, flexibility is one of the most important features that maintain the flow of inputs, organize processes, and control their outputs within the boundaries of the system, thus contributing to the smoothness that forms a real accumulation of knowledge, which creates an environment conducive to creativity and excellence.

#### **1-2. The learning organization:**

A learning organization is one that excels in generating, acquiring, transferring knowledge, and modifying its behavior to reflect new knowledge and insights. According to Karash (1994), a learning organization is one in which employees, at all individual and collective levels, work to enhance their abilities to achieve the results they care about. Building learning organizations requires continuous, purposeful efforts to achieve them (Al-Hawajrah, 2000, p. 3).

#### **1-2. Organizational culture:**

McGrath & Quinn defined organizational culture as a social rational culture, a developmental culture, and a structural culture. It is an expression of the values believed in by individuals within an organization. These values, in turn, affect the tangible human aspects within the organization and the behavior of individuals, as described by Al-Ghalbi and Idriss (2007, p. 320).

#### **1-3. Knowledge management:**

Knowledge management is the optimal use of an organization's knowledge, both explicit, which can be stored in the organization's memory, and tacit, which resides in the minds of skilled employees and experts. This involves searching for internal or external knowledge sources, organizing, coding, and utilizing it through appropriate methods and technologies to be applied in various organizational activities. The goal is to maintain and store this knowledge to achieve creativity and excellence in administrative processes (Khudair, 2010, p. 134).

#### **1-4. Administrative creativity:**

Administrative creativity represents the application of an idea developed within the organization or borrowed from outside the organization, whether it relates to a product, method, system, process, policy, program, or service. It is new to the organization when it is applied. Creativity is not limited to just an idea or application; it can also be used to describe the process that leads to that idea or application (Al-Harasha, et al., 2006, p. 249).

### **1-5. Organizational communication:**

Organizational communication is the process of transmitting, interacting, and exchanging information within and outside the organization. It is a means of exchanging ideas, attitudes, and desires among members of the organization, helping to create cohesion and connection. Through it, the higher management and their assistants can exert the necessary influence to guide the group towards the goal. Communication is also a crucial tool in bringing about behavioral change (Alex Mucchiell, 2000, p. 101).

## **2. Methodology:**

According to many experts and specialists, the research methodology in sociological studies is seen as a guiding light for the researcher. Based on functional paradigm similarities, the study relied on quantitative methodology, which allows the researcher to somewhat distance themselves from being a passive element in the research. The theoretical foundations and concepts related to the functional paradigm rest on the hypothesis of the existence of a certain social truth that is open for analysis, study, and discussion, with the aim of producing results that are objective, credible, and reliable. The researcher avoids subjective bias, thus achieving a separation from the knowing self, which opens the way for the sociological research purposes. This methodology depends on the rational utilization of sociological knowledge by the researcher or scholar, focusing on the real explanation of the various reasons and factors that contributed to the inclusiveness and generalization of the results obtained from the study, using methods that comply with quantitative and statistical numerical logic. Ultimately, this aims for alignment with other scientific disciplines.

The quantitative approach in sociological research provides a set of features and characteristics that ensure objectivity, credibility, and reliability by relying on statistical tools, although these features are not exclusive to research in this field but apply across different topics and specializations.

### **2.1. Regarding the Field Aspect of the Research:**

This study was conducted in a heterogeneous community consisting of a group of socio-professional categories that require a hierarchical approach to collect data from various groups within the sample, thus obtaining the maximum amount of information. This was achieved using a questionnaire technique with interviews that align with the methodological procedures of the study.

### **2-2. Study Scope:**

The study was conducted within the framework of the Tourism Management Institution in Tipaza, one of the oldest tourism organizations in the country, established in 1969. The institution consists of a set of tourism centers under its management, both financially and humanly, as outlined in Table 1.

The study was conducted from September 2021 to March 2022, and data collection was divided based on the questionnaire technique, involving interviews with the respondents.

### **2.3. Data collection technique**

The data collection tool or technique represents one of the most crucial stages in sociological research. Since the research falls under the field of organizational sociology, which examines and analyzes key organizational phenomena, and given that this study follows the quantitative aspect within the framework of the functional paradigm, the survey technique was chosen based on interviews with the respondents. This decision was made despite the long duration required to collect data from the study sample, as interviews place the respondent in a comfortable mental and psychological state to gather as much information as possible about the items listed in the research form. This approach contrasts with the technique of distributing questionnaires to respondents and then collecting them later, which has several drawbacks that may affect the research's efficiency and credibility. Therefore, the technique of giving the questionnaire directly to the respondent and engaging with them in a positive way, ensuring their active participation, was chosen for its ability to contribute to the success of the research.

#### **2.4. Study community and sample**

The study's field, which encompasses the research community, consists of the employees, staff, and managers of the Tourism Management Institution in Tipaza. This community is diverse and heterogeneous, comprising various socio-professional groups that differ in terms of several variables, such as age, job level, professional seniority, geographic location, gender, and educational qualifications. These factors make the community unique, with its own characteristics and features.

The institution branches into four tourism centers, in addition to its central office (the general directorate). The directors of these tourism centers hold decision-making authority within the powers granted to them by the general directorate. However, they do not have financial independence, as the general director of the institution, acting as the budgetary officer, and the board of directors oversee financial matters.

The Tourism Management Institution in Tipaza is considered one of the most important tourism organizations in the country, thanks to its diverse human resources. The following statistics reflect the breakdown of the human resources according to the various professional categories within the institution (based on September 2022 statistics).

The study's community is distributed across the four centers mentioned earlier, as detailed below:

**Table 1: Distribution of the study community according to workplace**

<b>Workplace</b>	<b>Executives</b>	<b>Control Assistants</b>	<b>Execution Assistants</b>	<b>Total</b>
<b>General Directorate</b>	13	06	02	21
<b>Tourism Complex - Village</b>	35	48	80	163
<b>Golden Century Complex</b>	19	33	52	104
<b>Matares Center</b>	20	28	75	123
<b>Belg Center</b>	05	05	11	21
<b>Total</b>	92	120	220	432

**Source: Human resources and training directorate, 2022.**

### **3. Presentation and analysis of results**

**Table 2: Distribution of the Sample by Socio-Professional Category**

Category	Frequency	Percentage (%)
Execution Assistant	55	50.92
Control Assistant	32	29.62
Executive	21	19.44
Total	108	100

**Source: Human resources and training directorate, 2022.**

From the table, it can be seen that the majority of the sample consists of Execution Assistants, representing 50.92%, followed by Control Assistants at 29.62%, and finally Executives at 19.44%.

**Table 3: Positive role model relationship with socio-professional category**

Socio-Professional Category	Always	Sometimes	Not Applicable	Total
Executives	05 (9.09%)	09 (16.36%)	41 (74.54%)	55
Control Assistants	13 (34.21%)	15 (39.47%)	10 (26.31%)	38
Execution Assistants	14 (93.33%)	00 (0.00%)	01 (6.66%)	15
Total	32 (29.62%)	24 (22.22%)	52 (48.14%)	108

**Source: Human resources and training directorate, 2022.**

Based on the table, the predominant view is that the peaceful boss does not represent the positive work model (48.14%). The next view is that the boss always represents the positive model (29.62%), followed by the view that the boss sometimes represents the positive model (22.22%).

In terms of detailed numerical analysis, the majority of executives believe that the boss does not represent anything positive, with 74.54%, followed by Control Assistants at 26.31%, and Execution Assistants at 6.66%.

On the other hand, regarding the opinion that the boss always represents the positive model, Control Assistants constitute the majority, with 93.33%, followed by Control Assistants at 34.21%, and Executives at 9.09%.

Finally, regarding the view that the boss sometimes represents the positive model, the majority are Control Assistants at 39.47%, followed by Executives at 16.36%, and Execution Assistants at 0.00%.

**Table 4: Organizational climate for excellence at work and its relation to educational qualifications**

Organizational climate and job security relation with socio-professional category	Yes	No	Total
Executives	03 (17.64%)	52 (57.14%)	55 (50.93%)
Control Assistants	12 (70.58%)	20 (43.95%)	32 (29.63%)
Execution Assistants	02 (11.76%)	19 (20.87%)	21 (19.40%)
Total	17 (15.74%)	91 (84.25%)	108 (100%)

**Source: Human resources and training directorate, 2022.**

The majority of the sample believes that the existing organizational climate does not provide job security, with 84.25% of participants sharing this view. On the other hand, 15.74% of the sample believes that the current organizational climate does provide job security.

When examining the specific numerical data, Execution Assistants are the largest group (57.14%) who believe that the organizational climate does not provide job security, followed by Control Assistants (43.95%) and then Executives (20.78%). Regarding those who think the organizational climate provides job security, the largest group is Control Assistants (70.58%), followed by Execution Assistants (17.64%) and Executives (11.76%).

**Table 5: Access to work information and its relation to socio-professional category**

Work information reaches on time	Always	Sometimes	Does Not Reach	Total
Executives	02 (15.38%)	08 (26.26%)	45 (69.23%)	52 (50.93%)
Control Assistants	04 (30.76%)	10 (33.33%)	18 (27.69%)	32 (29.63%)
Execution Assistants	07 (53.84%)	12 (40.00%)	02 (3.07%)	21 (19.40%)
Total	13 (12.03%)	30 (27.77%)	65 (60.18%)	108 (100%)

**Source: Human resources and training directorate, 2022.**

The majority of participants (60.18%) report that work-related information does not reach them on time. Additionally, 27.77% think that the information arrives sometimes, while only 12.03% believe that it consistently arrives on time.

Looking at the detailed results, 69.23% of Control Assistants think that work-related information does not arrive on time, followed by 27.69% of Control Assistants and 3.07% of Executives. The category that thinks work-related information sometimes reaches on time is dominated by Executives (40.00%), followed by Control Assistants (33.33%), and Execution Assistants (26.26%). Finally, regarding those who believe information consistently arrives on time, the majority is Execution Assistants (53.84%), followed by Control Assistants (30.67%) and Executives (15.38%).

**Table 6: The importance of training periods in changing the dominant behavior pattern**

Effect of training periods in changing the dominant behavior pattern	Yes	No	Total
Execution Assistants	08 (21.05%)	47 (67.14%)	55 (50.93%)
Control Assistants	14 (36.84%)	18 (25.71%)	32 (29.63%)
Executives	16 (53.33%)	05 (07.14%)	21 (19.40%)
Total	38 (35.18%)	70 (64.81%)	108 (100%)

**Source: Human resources and training directorate, 2022.**

The majority of the sample (64.81%) believes that training periods do not have an impact on changing behavior patterns and improving service quality. On the other hand, 35.18% of the sample believes that training periods do affect behavior patterns and improve service quality. Looking at the breakdown of the data, the Execution Assistants represent the largest group (67.14%) who believe that training periods do not influence behavior and service quality, followed by Control Assistants (25.71%) and Executives (7.14%). Conversely, those who think training periods influence behavior and improve service quality are mostly Executives (53.33%), followed by Control Assistants (36.84%) and Execution Assistants (21.05%).

**Table 7: The role of motivation policy in improving work performance and its relation to socio-professional category**

Motivation from upper management to improve work performance	Yes	No	Total
Execution Assistants	07 (19.04%)	51 (58.62%)	55 (50.93%)
Control Assistants	07 (33.33%)	25 (28.73%)	32 (29.63%)
Executives	10 (47.61%)	11 (12.64%)	21 (19.40%)
Total	21 (19.44%)	87 (80.55%)	108 (100%)

**Source: Human resources and training directorate, 2022.**

**Analysis:** The dominant opinion in the sample (80.55%) is that upper management does not motivate workers to improve work performance. Meanwhile, 19.44% of the sample believes that upper management does encourage workers to improve their performance.

Looking at the specific breakdown, Execution Assistants make up the largest group (58.62%) who believe upper management does not motivate workers, followed by Control Assistants (28.73%) and Executives (12.64%). On the other hand, those who think upper management does encourage improved performance are mainly Executives (47.61%), followed by Control Assistants (33.33%) and Execution Assistants (19.04%).

#### **4. Discussion of study results**

This research paper relied on questionnaires as the tool for collecting data, consisting of 25 items divided into three main sections. These sections address the first and second hypotheses with general data based on a stratified sample, as outlined in the second section related to organizational culture and the production of administrative creativity values, and three items in the third section regarding the role of the communication network in the flow of knowledge to the organization.

The key results from this socio-organizational study include:

- **Dissatisfaction among executives with their current leaders:** Many executives are dissatisfied with their current supervisors, believing that their qualifications and competencies qualify them for higher positions. This dissatisfaction is seen as an obstacle to organizational effectiveness and cohesion and could hinder positive human resource recruitment, as emphasized by Abraham Maslow's hierarchy of needs, which includes reaching the stage of self-esteem and self-actualization. This issue presents a significant challenge for leadership and could lead to the departure of these talented individuals, which would negatively impact the organization's future.

#### **4.1. Analysis and discussion of organizational climate and communication network challenges:**

**Lack of objective organizational conditions:** The absence of favorable organizational conditions creates a negative climate that undermines the administration's ability to design current and future strategies. These conditions are crucial for ensuring the retention of a skilled workforce, allowing them to contribute to the organization's ongoing growth and achieving the objectives set by senior management. Without an optimal organizational environment, the effectiveness and positive impact of human resources will diminish, affecting the long-term sustainability of the organization.

Organizational climate directly influences job stability and job satisfaction. The structural elements of the organization, such as its internal and external communication networks, leadership style, and the degree of employee participation in decision-making processes, are all key in determining the strength of the organizational climate.

**Weak communication network:** A clear and significant challenge identified in the study is the inadequate communication network within the organization. Its inefficiency and lack of flexibility hinder the flow of timely and accurate information. In the current environment, time is a critical factor, and delays in information delivery disrupt the coordination and overall functionality of the organization. When certain groups within the organization control information flow, it creates an imbalance of power, leading to misalignment and inefficiencies within the system. This imbalance has a cascading effect on the organization's overall performance and limits the potential for optimal cooperation and synchronization.

**Information delivery challenges:** One of the main challenges highlighted is the inconsistent and delayed flow of information. A lack of clear and timely communication burdens the organization, both financially and operationally. Information is a vital asset, especially for organizations that operate in dynamic environments, requiring constant adaptation. Poor information flow impacts the organization's ability to make informed decisions, limiting its capacity to respond to emerging threats and opportunities in a timely and effective manner. As such, effective communication is critical to the organization's ability to adapt to changes and maintain strategic alignment.

**Ambiguity and miscommunication:** Unclear communication, particularly regarding the internal processes and data flow within the organization, exacerbates the margin for error. This leads to increased costs in terms of time, resources, and operational efficiency. The lack of clarity in the communication process often results in higher financial and logistical costs due to errors, misinterpretation of data, and delays in decision-making. The study emphasizes the importance of precision and clarity in communication, as the effectiveness of organizational processes heavily depends on the clear and timely transmission of relevant information.

The findings from this study reveal that organizational climate and the efficiency of communication networks play a pivotal role in ensuring smooth operations, effective leadership, and job satisfaction. Improving communication flows, both internal and external, as well as creating a conducive organizational environment, are essential steps towards optimizing organizational performance. To address these issues, management must prioritize transparent communication, ensure timely information delivery, and foster a climate that supports the active engagement of employees in decision-making processes.

#### **4.2. Challenges in Training Programs and Organizational Climate:**

**Ineffectiveness of training periods:** The study identifies the inefficacy of the training programs in delivering the expected added value, particularly in terms of the transition from one state to a more positive one. These programs fail to bring about a shift in negative work



patterns and professional relationships within the organization, which is essential for adopting new approaches and improving work quality. The lack of structured and effective teaching methods hinders the desired transformation, leading to poor adaptability and integration with changing conditions.

**Lack of structured training programs:** The training programs are observed to have a limited effect on employees' performance compared to their previous levels, revealing deficiencies in the planning, forecasting, and evaluation processes of these programs. Without clear objectives and strategies, the training tends to be random and focused on trial and error rather than a systematic approach. Effective training should be continuous and organized, involving measurable goals, strategic planning, and adherence to budget constraints. The absence of these factors prevents the program from fostering significant improvement in employees' skills and performance.

**Absence of objective and accurate assessment:** The organization's internal and external environments are not sufficiently analyzed, which compromises the effectiveness of training programs. Training should be based on clear goals, focusing on employee responsibility and ensuring they maximize the benefits of the programs. Furthermore, the absence of stakeholder consultation during the planning phase results in a lack of alignment with employee expectations, leading to barriers that hinder the smooth application of newly acquired knowledge and skills.

**Training's impact on motivation and performance:** There is a close connection between task performance and the degree of motivation provided by senior management through both material and moral incentives. However, there has been no significant improvement in employees' behaviors, particularly in terms of discipline, over-reliance on others, hasty execution, and lack of accuracy in completing tasks. This has led to increased operational costs, resulting in financial losses for the organization, further compounded by the inability to foster a conducive working environment. The organization also struggles with the increasing influence of informal groups within the workplace, which undermine official organizational structures.

**Absence of supportive organizational culture:** A lack of proper organizational frameworks and an absence of support from senior management have been identified as key factors affecting employee performance. Without proper motivation and opportunities for growth, employees struggle to adapt to workplace changes. The failure to activate the full potential of human resources hinders organizational efficiency and overall goal achievement. When employees' needs are not met, they may exhibit behaviors that undermine productivity, such as disengagement or resistance to change.

**Connection between motivation and performance:** There is a strong relationship between the level of motivation within the organization and the quantity and quality of work performance. By continuously improving the quality of services and products, organizations can ensure a competitive advantage in the market. A supportive organizational climate, characterized by mutual trust between employees and management, helps to reduce conflicts and foster cooperation. This can significantly contribute to achieving the organization's long-term goals and sustaining its success.

The analysis reveals that training programs, while designed to enhance employee performance and adaptability, are often ineffective due to a lack of clear objectives, proper planning, and the failure to consider the organization's specific needs and challenges. Additionally, the absence of sufficient motivation and the neglect of employee feedback contribute to the persistence of inefficient behaviors and practices. For improvement, organizations should focus on creating structured, goal-oriented training programs, ensuring management involvement in the process, and fostering a supportive and collaborative work environment. The integration of motivation

strategies and objective assessment methods will enable organizations to improve performance, enhance work culture, and achieve greater success in the market

## **Conclusion**

In the era of globalization of ideas, the traditional concept of an organization has evolved and expanded to include the concept of Total Quality Management (TQM) as the primary driver of entrepreneurship. Learning organizations strive to face the challenges posed by the surrounding organizational environment. However, it is essential for these organizations to focus on value creators and knowledge management, which are the human resources and ways to understand their expectations in order to foster creativity and excellence within a structured communication network. This network seeks to attract the inputs needed by the organization to strengthen its foundations and maximize its returns, achieving its medium- and long-term goals within a long-term strategic vision.

The Tourism Management Institution in Tipaza is still far from being a learning organization that optimally utilizes all of its resources. Unfortunately, this is what the institution needs most, especially by focusing on the marginalized executives who possess the qualifications to provide added value to ensure stability in the market. The tourism industry in Algeria is experiencing rapid dynamics, which has enhanced the activity of the private sector. Therefore, the institution needs to redesign its administrative processes according to the requirements of the labor market. The resources and capabilities required by business organizations today to enhance their efficiency and effectiveness differ from the past, due to a set of environmental changes that have imposed a new organizational reality characterized by extreme flexibility and significant changes in various factors, driven by the continuous transformation of the organization's environment. This makes organizations constantly alert by adopting a set of effective strategies within the scope of knowledge organizations, relying on quantitative methods to seize available opportunities and detect potential threats that may arise in the present and future, handling them positively and rationally to address all these risks. This also involves recognizing the internal strengths and weaknesses that help develop preventive programs and plans tailored to future organizational conditions.

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