

The impact of leadership behaviors and shared values on knowledge sharing in Algerian business companies - a case study

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Abstract:

This study aims to explore the effect of leadership and shared values on knowledge sharing and to test the statistical significance of its effect within "Condor" company, as one of the business companies in the electronic industry sector in Algeria,

To achieve this purpose, the researcher has used a survey as a tool for collecting and analyzing data and then testing the hypotheses using a number of statistical tools.

One hundred questionnaires were distributed to a random sample of all employees of the "Condor Electronics Company". after retrieving and excluding which are not acceptable for the study, the results showed that there was a moderate significant positive effect of leadership and shared values in enhancing knowledge sharing within "Condor" company.

While the shared values variable was the most explanatory of the impact of organizational culture in enhancing knowledge sharing within "Condor" company, and in light of these results, a set of recommendations have been presented, as Strengthening the values and beliefs declared by the company to transform them into values and beliefs that include a culture of knowledge.

Keywords: knowledge, leadership behaviors, shared values, sharing knowledge, Condor company

JEL Classification Codes: M59

1. Introduction

It seems that the development of knowledge and its role as an ever-increasing and irreplaceable resource that cannot be replaced or dispensed with has imposed great challenges on companies in order to adapt to an environment characterized by competition, change and instability.

The most important feature of this adaptation may be changing its vision and management tools to shift from managing traditional assets (capital, real estate, commodities, etc.) to managing knowledge assets (human capital, intellectual capital) based on relying on knowledge as a strategic resource to build an advantage. Competitiveness and wealth generation.

In view of the many proposals from researchers in administrative thought to highlight the effectiveness of leadership through the style and behavior of leaders and managers

as a basic dimension in supporting knowledge sharing, leadership has always been and still is a decisive approach in persuading and motivating individuals according to the plans drawn up for them within the company. It is extremely important that the leaders themselves are able to understand and realize the characteristics of knowledge sharing, in addition to the common values, which also have a significant impact in promoting and supporting knowledge sharing, because of their role in deepening the motivation and desire to share and apply knowledge and because they make the transfer of tacit knowledge easier. Because it represents a culture of social interaction, the researcher will attempt, in light of previous studies and a review of many relevant research in administrative thought, to explore leadership with its behaviors and methods, as well as shared values, and whether they have an impact in enhancing knowledge and sharing it, given that the company under study is a social construct that results from the interaction of its members. And their desire to share, build knowledge and empower it, whether at the level of individuals or between teams, and then at all levels of the company, which gives it a competitive advantage, and to demonstrate the impact of this within the “Condor” company using a number of statistical tools, as it is one of the total industrial companies in the sector of manufacturing electronic home appliances and Informatics working in Algeria, trying to build an estimation model to understand the nature of the relationship between these two organizational data and explain their impact as independent variables on knowledge sharing as a dependent variable questioned from a theoretical standpoint. how can leadership behaviors enhance knowledge sharing from the perspective of management thought?

But from a practical standpoint,

Are the individuals within Condor, leaders and subordinates, able to share knowledge?

Is it possible to say that the business environment within Condor Company is suitable for adopting a culture of knowledge where leadership behaviors, methods, and shared values form the basis for sharing knowledge ?

Is there a statistically significant effect?

Therefore, based on this proposition, the problem of the study is crystallized in the following question :

Do leadership behaviors and shared values have an impact on knowledge sharing, and is there a statistically significant impact of this within Condor Company ?

2.1 Knowledge as an asset

The emergence of resource theory or resource-based theory (RBV), as one of the approaches to management, has contributed significantly to the development of the concept of knowledge within companies with new definitions of management and its role in knowledge management, so that managers, decision-makers, and even less

responsible individuals can Those who are able to manage knowledge must understand what knowledge is and how to make its use effective. In this regard, many researchers point out that in an economy where the only certainty is uncertainty, knowledge management will be a resource to ensure a lasting competitive advantage, given knowledge. An engine of performance, a resource for generating wealth, a decisive tool for organizational change, building a competitive advantage, and a foundation for companies in achieving their goals and strengthening their identity, especially with the emergence of the knowledge economy, and as an entry point for many companies to solve their problems in an ever-changing environment, and for the purpose of making optimal use of knowledge in the process. Its essence is linking individuals, processes and technology. An effective approach to human resources management must be adopted, which is of great importance in view of the rapid changes in the current competitive environment, as its implementation allows the company to survive and develop, which with the development of theories and ideas has become known as knowledge management. Many do not differ in their vision of the role of knowledge as an essential element for the survival of companies, at a time when it depends heavily on individuals and the influence of their collective characteristics in shaping the company's culture, which is considered an essential factor for accepting or rejecting knowledge management. In the context of talking about the interrelationship between knowledge and intellectual capital as an intangible resource within companies, (Aabid Hussain Naik M.Com & al,2017) based on the research of Davenport & Prusak, pointed out that knowledge is not only embedded in documents or repositories, but also in organizational routines. Processes, practices, rules and cultures of organizational knowledge are therefore the sum of the critical intellectual capital existing within the company. It is embedded knowledge that exists mainly in special relationships between individuals and groups, and in particular in the standards, attitudes, information flows and decision-making methods that shape their dealings with each other. (McCarthy; Jay E.Aronson, 2004, p70)" In order to understand how knowledge is managed as an intellectual resource, it is okay to refer to the work of Ulrich, who identified six reasons why knowledge management (also referred to as intellectual capital) is crucial to the company:

1. Being the company's only intangible assets.
- 2 Continuity of work in the field of knowledge.
- 3 The need to retain knowledgeable employees, as they are usually more mobile and represent intellectual capital.
4. Many managers ignore the importance of intellectual capital and fail to benefit from it.

5. Reward and incentive programs must be based on recognizing employees who contribute to intellectual capital.

2.2 Cognitive approach

Definitions and concepts of knowledge and what is related to it have been widely discussed by researchers and theorists who wrote in this field, contributing to enriching the modern concept of knowledge, as the definition and classification of knowledge are very important. As one of the main theories that have contributed significantly to understanding the importance of knowledge for knowledge-based companies (KBV), the knowledge-based perspective assumes that the ability to create and use knowledge is the most important source of sustainable competitive advantage, and rather represents the basis on which corporate strategy is based.

This means that knowledge must be understood as a fundamental factor for continuous performance where management support is the most important systematic factor for knowledge based knowledge management (Knowledge Based Theory or KBT). The increasing importance of knowledge naturally calls for systematic management. Researchers have come to recognize the need to understand and measure knowledge management activities with the goal that companies can do what they do best, and even governments can develop and adapt policies to enhance these benefits. Systematic knowledge management in the company includes efforts to maximize success and skills through the creation and exchange of knowledge.

In fact, knowledge should not be confused with information or data, as knowledge is the result of an evolutionary cycle.

Which requires monitoring, evaluation, thinking and experience, meaning that knowledge, unlike data and information, is only achieved through human activity. (Rodrigo Valio Dominguez Gonzalez1 Manoel Fernando Martins Gonzalez, R. V. D. & al. 2017,p 258) .

This development in visions has resulted in a deeper and more precise meaning of knowledge, as it is “a flexible combination of experience, values, contextual information, and experiences that provide a framework for information. (Davenport and Prusak ,2005, p 4)” Rather, it is linked to experience, context, and interpretation. From this perspective, knowledge is vital to the company because of the actions and results that it achieves. Lead to it.

Assuming the context of the hierarchy from data to information to knowledge rarely survives careful evaluation, knowledge is instead the factual information that individuals hold in their minds, including actions, concepts, interpretations, ideas, observations and judgments. Vital within the company by virtue of the actions and consequences that lead to them are not information or data, yet they are determined by them, and any contradictions that may appear between them, no matter how important,

are a matter related to the conditions and degree of each of them, as it is still necessary to emphasize that information, data, and knowledge “They are not alternative ideas that replace each other.” (Alavi Maryam and Leidner Dorothy E.,2001, p109).

From here comes the definition of knowledge as “a combination of experience, values, contextual information, and expert ideas that provides a framework for evaluating and integrating new experiences and information. It arises in the minds of those who possess the knowledge and is applied in companies and often It includes organizational procedures, processes, practices and rules and not only in documents. (Davenport and Prusak 2005), Nonaka also believes that knowledge is an intangible resource that forms part of the intellectual capital of companies. (K. North and G. Kumta, 2014, p31)

Table 1: The impact of knowledge management on developing human capital

| Approaches to understanding organizational knowledge | levels relevant By analyzing and studying | the vision of organizational knowledge |
|---|---|--|
| Organizational learning Argyris et Schön, 1978 | The individual and the company | Knowledge is an organizational process that links the individual to the company |
| (RBV) & (KBV) Dierickx & Cole,1989 Barney, 1991;Grant,1998 Spender,1996; Teece and al, 1997: | The company and the competitive environment | . Knowledge is a resource resulting from the organizational processes of the organization and a source of competitive advantage |
| meaningful Sense making (Weick; 1995) | The individual and the company | Knowledge is created by individuals As an asset of the company |
| SECI/Ba;SGC; TCP Nonaka & Takeuchi, 1995 Alavi & Leidner, 2001 Brown & Duguid,1991 wenger,1998 | Individual, organization, and practice/Technology | generates knowledge from the interaction of the individual and actual facts (including information technology) During the activity and through practical practice |

| | | |
|---|---|---|
| <p>Interactive memory system and collective knowledge Kanawattanachai yoo, 2007 Dassis Favier, 2007</p> | <p>Individual, group, practice/technology</p> | <p>generate knowledge from shared practice, trust and knowledge exchanged between individuals (practical and emotional knowledge)</p> |
| <p>Social networks and social capital. Furher & al, 2009 Nahapiet & Ghosal 1998</p> | <p>The individual, the group, the company</p> | <p>Knowledge emerges from the relationships between individuals and thus from the social network and social capital of the company.</p> |

Source: Aurélie Dudesert (2014), La connaissance in les entreprises, HibrAlgerie, p 20

2.3 Knowledge culture:

Organizational culture is increasingly recognized as a key barrier to increasing intellectual assets, by identifying four ways in which organizational culture influences the behaviors central to knowledge creation, sharing and use.

First: Culture, especially subcultures, where assumptions are formed about what knowledge is and which knowledge is worth managing.

Second: Culture determines the relationships between individual knowledge and organizational knowledge and determines who is expected to control certain knowledge, as well as who must share it and who can hoard it.

Third: Culture creates a context for social interaction that determines how knowledge is used in specific situations.

Fourth: Culture shapes the processes through which new knowledge - with its attendant uncertainties - is created, legitimized, and distributed within the company.

Through the four perspectives, the authors present specific actions that managers can take to assess different aspects of culture that are likely to influence knowledge-related behaviors. This diagnosis is the critical first step in developing a strategy and specific interventions to align the company culture to support more effective use of knowledge (De Long, D. W, & Fahey.L, 2000, p113). In addition, about the knowledge worker and what he, should distinguish, Peter F. Drucker wrote, “What we know about knowledge worker productivity. Work on knowledge worker productivity has barely begun. In terms of actual work on knowledge worker productivity, we will be approximately in the year 2000 where we were in the year 1900 in terms of manual worker productivity. However, we already know more about knowledge worker productivity than we know then do about manual worker productivity. We even know many of the answers. We also know the challenges that we do not know the answers to

yet, and that we need to work on. Where six main factors determine the productivity of the knowledge worker. The productivity of the knowledge worker requires that we ask the following question: “What is the task?”

It requires imposing responsibility for the productivity of the knowledge workers themselves.

- Knowledge workers must manage themselves, that is, they must be self-governing.
- Continuous innovation must be part of the work, mission and the responsibility of knowledge workers.
- Knowledge work requires continuous learning on the part of the knowledge worker, but also continuous teaching to the same extent. Knowledge worker productivity is not - at least not primarily - a matter of quantity of production.
- Quality, of course, is no less important finally, knowledge worker productivity requires that the knowledge worker be viewed and treated as an “asset” and not a “cost”.

3.1 The impact of leadership behaviors

The success of companies and building individuals within the context of leadership is not only related to those definitions that are full of management books, but rather it is related to the effectiveness of leadership, meaning that the effective leader is the one who can guarantee, in reality, what academics said in their writings about the role of the leader in creating the company, its survival. On the other hand, its continuation and success, when some authors point out the difference between a manager and a leader, considering that the manager is the one who is professional in his work and the leader. The manager is the person who “does things right,” that is, he is a professional in what he does, while the leader is the person who “Does the right things”, i.e. knows exactly what to do. “An effective manager” is the result of the combination of a manager and a leader, i.e. a person who does the right things correctly and is able to lead his subordinates (Edgar Hi. Schein, 1983, p5).

In the last decades of the twentieth century, leadership theories have reconsidered the characteristics of a leader; The role of the leader becomes crucial in the leadership process. (Eduardo, T., 2015, pp. 197-198) Leadership has always been and still is a crucial approach to convincing and motivating employees to do what managers have planned for them in advance. Note that employees are not always willing to do what is good for the company. Therefore, the activity must first be of interest to them. Before leaders can use the pre-defined mechanisms (the toolbox) correctly, it is crucial that they themselves must understand the characteristics of knowledge management (KM).. Only then will they be able to lead knowledge workers. You must start by hiring the right people, you must motivate them to do their jobs and ensure continuous learning. In a clear and open manner, ensuring communication freely and sharing knowledge

with employees. Finally, leaders should build authority on professional knowledge and personal charisma. Only then will the relationships between leaders and knowledge workers strengthen, bring knowledge and learning forward, and transform the critical activities of the knowledge organization, which will be built together to form shared values and organizational culture.

In her article, Sandra Haimila pointed out that a list of 100 successful companies in knowledge management for the year 2018 was prepared that caught our attention for various reasons, including jobs, clear success with customers, creativity and innovation, through contributions from editors, analysts and experts, and most importantly: Users throughout the year, where, in the beginning, these companies changed the technology significantly and the solutions included basic processes such as capturing models, as knowledge management now includes complex capabilities such as artificial intelligence, machine learning, and digital assistants, given the evolution of functions and demonstrating capabilities that are more similar to those possessed by humans. As for the reason for choosing the companies that were included in the list, the researcher stated that taking into account their success stories in helping customers solve business problems, and not allowing their products and offers to stagnate. Searching for approved technology that is widely appreciated as well as technology that is on the cusp of leadership, this is how the 100 companies selected for the year 2018 have proven their importance in knowledge management (Sandra Haimila, 2018, p 01).

3.2 The impact of participatory values supporting knowledge management:

Determining the role of values as a basis for thinking about studying the factors that can affect the management of the knowledge management project within companies and choosing them as determining factors is due to the fact that social and human factors are of paramount importance in promoting the culture of knowledge sharing. How can values affect the progress of the knowledge management project, with the aim of showing that the success of the knowledge management approach depends largely on developing and maintaining the relationship between the concerned parties on the one hand and between employees and their organization? (Haythem Ben Amorater ; 2018) . In this context, Moorhead Gand R.W. Griffin contributed to highlighting the role of values, considering that “the concept of organizational culture includes the number of values accepted by users.”(Hakan Çora, (2017, p20). DeLong and Fahey are the two others who identify several values that, in their view, encourage or hinder the creation, transfer, and use of knowledge by the organization. Mario J. Donate and Fa´tima Guadamillas indicate, based on their opinion, whether trust and cooperation may lead employees to exchange Knowledge, value systems that highlight individual power and high competition will mean the adoption of behaviors that tend

towards knowledge hoarding in order to control and maintain the status quo. Cultural values are also important here, especially those that refer to making the transfer of tacit knowledge easier - in particular - because they have an important influence on the motivation or desire to transfer or share knowledge in the company.(Mario J. Donateand Fa´tima Guadamillas, 2010, p83).

The study of Adel Ismail Al-Alawi & al have also contributed to highlighting the role of organizational culture in the success of knowledge exchange by exploring the role of certain factors such as trust between people, communication between employees, information systems, rewards and organizational structure in determining relationships between employees. The research results indicated that it is positively related to knowledge sharing in companies.(Adel Ismail Al-Alawi & al, 2007, p22). In general and always, according to (De Long and Fahey), the problem behind all these studies is the way in which culture affects the development and results of knowledge management practices and processes. In this sense, it seems clear that promoting certain values will lead to behaviors that will produce different types of results for the company, and therefore its main problem is to determine what specific values should be developed and how they should be modified according to the knowledge management practices implemented by the company, taking into account both their context. External and internal, i.e. goals and strategies and environment (Mario J. Donateand Fa´tima Guadamillas, 2010, p86).

In a similar context, Jarvenpaa and Staples showed that shared organizational values have an important influence on the willingness of knowledge holders to exchange information with other organizational members. This study, which analyzed the behavior of university employees, concluded that the presence of certain values that promote a greater tendency to share knowledge and that demonstrate a clear awareness of who owns the information, means greater use of “collaborative” means of sharing and exchanging knowledge.

Other studies concluded the same thing although they focused only on the knowledge creation process. For example, Lee and Choi found a positive relationship between organizational culture and knowledge as a set of values that include cooperation, trust, learning, and improving the knowledge creation process.

Likewise, Lee & Kool assert that culture functions like a social control mechanism that relies on promoting critical awareness and open behavior, or if it is instead oriented toward a system that looks to punish any individual who acts outside the rules, this will ultimately motivate or Obstructing the processes that enable knowledge to be created and disseminated throughout the company. In the same context, many researches and contributions to the knowledge management literature have addressed the necessity of having a specific culture in the company, as (Jeevan, Sindhu & al)

point out the element of culture as it is always present in research. Knowledge management, in the knowledge economy, and in the knowledge-based approach (KBV) (Jeevan, J. & al, 2015, p 86).

4.1 Overview case study

Today, Condor Company represents one of the strongest and most active Algerian conglomerates in the economic field especially the home electrical industry in Algeria. *ض* a glimpse through the introduction of the company, where Condor company is a private institution owned by the Bin Hammadi Group, a company with SPA shares

Creation date : 02/09/2002

Date of entry into production : 11/23/2002

(Registered Trade mark : filed at 112.559INAPI on April 30, 2003

Social capital : 2,450,000,000.00 DZD

Total area: covered square meters: 63,822 square meters

Uncovered: 48,737 square meters

Number of employees: 6000 employees

Address: M'Sila Highway, Block 70, Section 161, Bordj Bou Arreridj 34000- Algeria

Website: www.condor.dz:

Green number: 30 75

Analysis: It appears from the value of social capital that the company is determined to invest and enter strongly into the local market. The size of the covered and uncovered area also indicates the company's strategy towards expansion and diversification of its products. As for the number of its employees, which is approximately 6,000 employees, this is evidence of a growth rate in Employment is approximately 76%, which is a percentage that indicates the company's capabilities to continue, grow, and remain in the market. It can also be read that the company's managers possess the capabilities and qualifications that require survival in an open and competitive local market between local and foreign companies.

4.2 Condor's commitments and Values.

4.2.1 Commitments

Condor Electronics is made up of talents who imagine, design, manufacture and market while ensuring quality after-sales service. The motivation and competence of employees constitute its main wealth.

Focused on their development, the Human Resources policy is decisive for the sustainable performance of the Company. It is focused on the involvement and development of employee skills, the main assets serving the Company's performance.

Joining Condor Electronics means participating in the development of a major player in the electronics and household appliances market and contributing to the performance of an open and exciting company.

Each new employee brings a fresh perspective on the Company. Condor Electronics strives to stimulate and develop freedom of speech around areas of potential improvement identified by employees.

Offer new employees the opportunity to develop professionally, to train throughout their career, and to work in an environment made of demands, diversity and stimulation.

Enable them to achieve their objectives, in line with the Company's strategic objectives

4.2.2 Values

Client orientation

At Condor Electronics, thanks to the professionalism of our employees, we seek to continually improve our performance, to offer our customers innovative products and a high quality of service.

Mutual integrity and respect

The spirit of Condor Electronics lies not simply in its products or its brand; respect for our colleagues, our customers, our business partners, and generally all our stakeholders, is essential.

Initiative must be omnipresent in our actions to resolve problems.

Team spirit

Sharing and constructive cooperation are our motto.

Evolution

At Condor Electronics, we are convinced that whatever their age, level of training or responsibilities in the Company, anyone can learn, evolve in their position and change careers.

Complementarity

The complementarity of employees within the Company is a condition for performance.

4.3 Testing hypotheses: Presenting and analyzing the results:

For the Null hypothesis, H₀ There is no statistically significant effect of: leadership behaviors the effect of organizational structure flexibility, and the effect of shared values and beliefs on knowledge management on knowledge management at a significance level of 0.05.

Alternative hypothesis H₁: There is a statistically significant effect of: leadership behaviors and styles, the effect of organizational structure flexibility, and the effect of

shared values and beliefs on knowledge management on knowledge management at a significance level of 0.05.

4.3.1 Testing the impact of leadership behaviors

To test this hypothesis, simple linear regression analysis was used to verify the presence of an effect of supporting leadership behaviors for knowledge management within Condor Company.

Simple regression results:

Table 03. Results of testing the impact of leadership behaviors on supporting knowledge management within Condor Company

| statement is | The calculated T | the correlation coefficient R | Coefficient of determination R ² | F calculated | Sig |
|--|------------------|-------------------------------|---|--------------|------|
| The impact of leadership behaviors supporting knowledge management within Condor Company | 67.64 | 0.727 | 0.525 | 173.273 | 0.00 |

Source: Prepared by the researcher based on the outputs of the spss v22 program

It is clear from the regression results in the table above that the null hypothesis that there is no

effect of leadership behaviors on support for knowledge management cannot be accepted at the significance level of 0.05. The coefficient of determination, which took the value of 0.525, indicates that 52.5% of the variances in the dependent variable knowledge management have It was explained in terms of the impact of the contribution of leadership behaviors in supporting the construction and empowerment of knowledge management within Condor Company, as confirmed by the calculated Fisher F statistic (173.273), which exceeded the tabulated value estimated at 1.655 at the significance level of 0.05 on the overall significance of the model, as well as the calculated t value. It is equal to 67.641, which is greater than the tabular value, which is estimated at B. Therefore, we reject the null hypothesis and accept the alternative hypothesis, i.e.:

There is a statistically significant effect of leadership behaviors and styles in supporting knowledge management within Condor Company

The estimated model for the impact of leadership behaviors and styles on supporting knowledge management within Condor Company is according to the simple linear regression equation.

$$\hat{Y} = 1.022 + 0.727.X_1$$

\hat{Y} = The dependent variable represented by knowledge management within Condor Company

x_1 = the independent variable represented by leadership behaviors

Regression coefficient \hat{B} = 0.727

Regression constant B = 1.022

4.3.2 Testing the impact of shared values and beliefs

- Null hypothesis H_0 : There is no statistically significant effect at the significance level of 0.05 for shared values and beliefs on supporting knowledge management within Condor Company.
- Alternative hypothesis H_1 : There is a statistically significant effect at the significance level of 0.05 for shared values on supporting knowledge management within Condor Company.

To test this hypothesis, simple linear regression analysis was used to verify the presence of an effect of shared values and beliefs in supporting knowledge management within the “Condor” company.

Table 4. results of testing the impact of shared values on support for knowledge management within Condor Company

| Statement | TestT | Correlation CoefficientR | Coefficient of DeterminationR ² | F Calculated | Sig |
|--|--------|--------------------------|--|--------------|------|
| The impact of shared values and beliefs in supporting knowledge management within Condor Company | 16.104 | 0.791 | 0.624 | 259.353 | 0.00 |

Source : Prepared by the researcher based on the outputs of the spss v22 program

4.4 Study results:

Through the data that was statistically analyzed based on the statistical tools used in this study, the sub-hypotheses and the main hypothesis were tested by simple and multiple regression analysis, and the results extracted were as follows: - There is a

positive, statistically significant effect at the 5% level of significance with a strong correlation to leadership behaviors in supporting knowledge management.

- There is a statistically significant positive effect at the 5% level of significance with a moderate degree of correlation for shared values in supporting knowledge management

- There is a statistically significant positive effect at the 5% level of significance with a moderate degree of correlation to organizational culture as a pillar of knowledge management attributed to the variable of common values and beliefs prevailing within the company.

The variable of shared values and beliefs explained the most variance in the dependent variable

The trends in the responses of the sample respondents to the questionnaire questions suggest an average level of awareness of the importance of organizational culture in supporting knowledge management, but at the same time they give the impression of the possibility of the company succeeding in adopting an organizational culture that supports knowledge management if those responsible for the company's management realize how to further improve management methods and Management behaviours

- Strengthening the prevailing values and beliefs within the company and consolidating commitment to them among individuals

- Creating a more flexible model for its organizational structure to achieve adaptation to the external environment and integration with the internal environment.

5. Conclusion

In conclusion, the results reached by the researcher through presenting the writings of researchers and practitioners in modern management thought, which provide a good understanding of the strategies taken by contemporary companies towards benefiting from knowledge, as well as through the case subject of the study, where it seems clear that the success of knowledge sharing in Condor Company and During which, in the rest of the Algerian companies in the electronic or home electrical industry sector in particular, it depends mainly on adopting a harmonious and compatible organizational culture, as well as regarding the common values that prevail in light of an organizational environment that allows the transition from traditional management and the aspects of bureaucracy and outdated concepts it carries to values, culture and work concepts that are compatible with the concept of knowledge sharing, also the importance of the necessity of creating the appropriate organizational climate to build a culture of knowledge and raise awareness, sensitivity and awareness, considering knowledge as a resource for wealth, with the need to focus on upgrading human resources, especially talent and creative individuals, for the purpose of developing the industrial sector in general and "electronics" in particular,

because of its importance. It is very strategic and vital, in light of Algeria's aspiration for the electronics sector to be one of the pillars of the knowledge economy through which decision-makers in Algeria seek to be a strategic alternative to the rentier economy, which depends entirely on the energy sector and building a knowledge culture that promotes knowledge sharing will create a competitive advantage which manifests itself in better performance and more profits.

Therefore, we recommend that the superiors and subordinates in the "Condor" company, and in the same context, the rest of the economic companies operating in the electronics or home electrical sector, seize these opportunities and build their basic competencies to build an effective knowledge sharing system that is consistent with the reality of a successful business environment.

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