



THE IMPACT OF ORGANIZATIONAL CULTURE FACTORS ON KNOWLEDGE MANAGEMENT PROCESSES: A PROSPECTIVE STUDY OF A SAMPLE OF TEACHERS FROM THE FACULTY OF MANAGEMENT AND ECONOMICS / UNIVERSITY OF TIKRIT

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Article history:	Abstract:
<p>Received: 8th January 2024 Accepted: 25th February 2024</p>	<p>This study aims to identify the impact of organizational culture factors on knowledge management processes for a sample of teachers in the College of Administration and Economics / University of Tikrit. The study adopted a model consisting of four elements of organizational culture factors: Information systems. Organizational structure such as leadership and personnel. As for knowledge management processes have been identified with four elements: knowledge generation, knowledge distribution and sharing, knowledge storage, and knowledge application. The study included a theoretical presentation of what was written about the concepts of organizational culture and knowledge management processes in the literature and scientific periodicals. The study will depend on the analytical descriptive approach. Through a questionnaire form as a research tool prepared for this purpose, data will be collected and analyzed using several statistical methods to reach conclusions. Based on which the proposals serving the organization will be prepared case study.</p>

Keywords: Organizational culture, Knowledge management processes.

INTRODUCTION

Recent years have witnessed rapid, successive and profound global changes in their effects and future directions. The world has become a small village with competing parties due to the technological and information revolution, and the fields of competition between economic institutions have expanded. The rapid developments in the field of informatics also generated a civilization that differed in its features and concepts from what was prevailing. The modern era is considered the age of knowledge, witnessing an unprecedented technological revolution.

Fundamental differences have emerged in how to view knowledge management, its importance and value. In developed societies, there is greater interest and care in the issue of knowledge management and better concern for how to exploit and distribute it. And less interest in developing societies in general. The topic did not receive much attention from researchers, especially the impact of organizational culture on building knowledge in contemporary organizations that must follow the approach of managing knowledge

resources as a basis for achieving competitive advantage and facing the challenges posed by the modern era. How to support knowledge management in general and knowledge processes in particular.

THE FIRST ASPECT: RESEARCH METHODOLOGY

The methodology of the study includes a presentation of the research problem and hypotheses of the study, as well as the objectives and importance of the research and the methods used in analyzing data and testing hypotheses.

Problem statement

The purpose of this study is to find out the impact of organizational culture factors on knowledge management processes in the College of Management and Economics, University of Tikrit. The purpose of this study can be achieved by answering the following questions:

1. What is the relationship between knowledge management processes and organizational culture factors in the researched organization?



2. To what extent do organizational culture factors influence? of information systems. and organizational structure. And the workers. And leadership in knowledge management processes?

3. What is the reality of knowledge management in the College of Business and Economics? What are the difficulties and problems facing knowledge management processes?

Hypotheses of the study

Depending on what was presented in the study problem above, the study hypotheses can be formulated as follows:

1. There is a significant correlation between organizational culture factors and knowledge management processes.
2. There is no significant influence relationship between the factors of organizational culture and knowledge management processes.

Research objectives

This study aims. Basically. To determine the impact of organizational culture factors on knowledge management processes, it will try to reach the following:

1. Identifying the relationship between organizational culture factors and knowledge management in the College of Business and Economics.
2. Knowledge of the current application level of knowledge management in the College of Business and Economics.

3. What are the most important organizational culture factors affecting the main knowledge management processes?

Importance of the study

Knowledge management is a relatively recent topic. It is of increasing importance in the twenty-first-century environment. As a strategic source, to achieve sustainable competitive advantage and practice continuous learning and creativity. And exploring the importance of the relationship between organizational culture and knowledge management. And its role in driving the processes of development, innovation and continuous improvement. Where the importance is evident through the existence of the relationship between organizational culture and knowledge management from its absence according to the answers of the study sample, leading to some recommendations that the researcher considers essential in developing knowledge management in organizations. As well as directing the attention of those concerned towards a culture capable of developing basic capabilities that cannot be imitated and that are based on knowledge, so that knowledge becomes the basis for sustainable advantage.

RESEARCH MODEL

With the aim of testing the hypotheses of the study and addressing its problem. The study adopted the following hypothesis model:

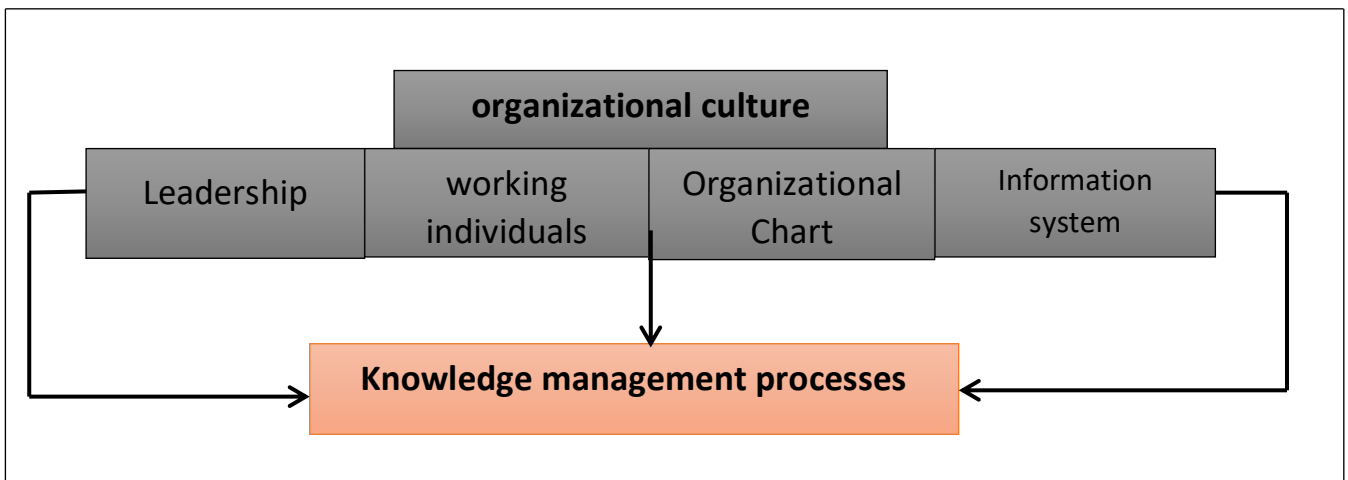


Figure 1. The hypothetical study outline

RESEARCH METHODS AND TOOLS



The study adopted the descriptive analytical approach to test its hypotheses by studying the relationships between the main variables whose data were derived from the researched organization and by adopting the questionnaire form as a research tool whose questions were formulated based on the conceptual frameworks of the subject raised by some approved studies. As well as a stability test (Cronbach-Alpha). Its coefficient was 88%, noting that the questionnaire adopted the three-point Likert scale.

The study population and its sample

The College of Administration and Economics / University of Tikrit was selected as a research field. Also, a sample of the teachers was selected, and their number reached (31) individuals. Forms were distributed to them. All were retrieved. After checking, one form was discarded because it was not valid. Thus, the valid forms are (30).

THE SECOND ASPECT: THE THEORETICAL FRAMING OF THE STUDY

The concept of organizational culture

A strong organizational culture for employees is a clear way to understand the way things are done. It also provides stability to the organization. But at the same time. Organizational culture can be a major barrier against change. And depending on the strength of the culture, it can have an important influence on trends. behavior of the members of the organization.

Accordingly, he sees (Al-Shawi. 2005: 11) that the organizational culture is a set of features. Characteristics expressing values and beliefs. and ethics of dealing. And his behaviors that distinguish the members of one organization from others. So that it constitutes a separate curriculum. Distinguished in thinking. and alignment. and addressing various problems.

(Johne & Saks, 2005: 256) viewed organizational culture as a representation of shared beliefs, values, and assumptions that arise within organizations.

(Mcshane & Glinow, 2007: 253) indicate that organizational culture is a basic pattern of common assumptions, values and beliefs that expresses the direction and way the organization thinks about the problems and opportunities it faces. As for (Gomez, etal, 2008: 141), they define organizational culture as a system of shared values, assumptions, beliefs, and standards that unite the members of the organization.

The scientist Edward Taylor (Taylor) is considered the first to use the term culture and set the classic definition for it in his book (Primitive Culture), which

states that culture is that complex whole that contains knowledge, arts, traditions, morals, abilities and habits acquired by man as an active member of society (Hassan 2013: 232).

From all of the foregoing, the researchers see that the organizational culture is a set of values, experiences and standards that distinguish the members of the organization to form an approach and a way of thinking to solve the problems of the organization and also to confront the threats facing the organization and exploit opportunities in light of the environment in which the organization operates.

The importance of organizational culture in the process of building and managing knowledge

Under the foregoing, it can be said that the organizational culture is everything that constitutes the identity of the organization and distinguishes it from other organizations culturally, in a manner that achieves similarity among the members of the organization in the behaviors harnessed towards solving the problems facing the organization.

The success of the application of knowledge management depends on the existence of an organizational culture that supports the efforts and activities of employees in the organization. that lead to access to the maximum possible benefit of knowledge. So that it is an encouraging environment for the effective management of knowledge. Hence knowledge can be stored, transmitted and applied. Organizational culture is a group of values, beliefs and feelings that exist within the organization and that prevail among workers, such as the way individuals deal with each other. The expectations of each individual from the other and from the organization. And how they interpret the actions of others. And in a study conducted on more than (50) American companies that have projects in knowledge management. It turns out that there is a prevailing and confirmed belief that the main obstacle in building and investing knowledge resources is the organizational culture (Abu Hashish 26:2011).

(Al-Aa'iz, 2011: 19) believes that the importance of organizational culture is due to its role in the following:

- 1. Creating a guide for management and employees to determine the models of behavior and relationships that must be followed.*
- 2. Organizing the intellectual framework for guiding the members of the same organization. and organizing their work and achievements.*



3. Distinguish the features of the organization from other organizations.
4. Facilitating the administration's mission and helping it achieve its objectives.
5. Giving the organization a competitive advantage if it emphasizes creative behaviors such as dedication to work and customer service.

And the study concluded (Salem, 2006: 30) to the extreme importance of organizational culture and its impact on achieving distinguished performance, and this importance can be summarized as follows:

1. It was found that organizations that focused on material and financial goals did not achieve success at the same level as organizations that focused on establishing a strong organizational culture and defining a set of goals and values that give them great prestige in dealing.
2. Organizational culture affects the design of the organizational structure, which has the ability to standardize performance.
3. Organizational culture affects the efficiency of administrative work. And make the leader work on finding symbols, values, myths, language and beliefs in addition to the material and tangible aspects of the organization.
4. Finding a kind of independence for workers that enables them to be creative and innovative, which affects the efficiency of their performance.

Organizational Culture Factors:

In view of the importance of organizational culture and its role in supporting the organization, we must mention its most important factors represented by the following:

A- Information systems

Information systems are among the official methods that are used to obtain accurate and influential information by the organization's management to facilitate the decision-making process, which enables managers to carry out their functions at various levels in the organization represented by operational functions, planning and control to reach the goals of the organization with great effectiveness.

Information systems may be directed to meet the needs of senior management of strategic information. There are several sources to provide this information, such as letters, notes, periodicals, and reports that are requested from the computer. Additional sources may be available that may bring information through interviews and social activities, and here the role of organizational culture appears clearly in influencing the

available information, which may have an influential role in drawing or helping. In making decisions that achieve the objectives of the organization efficiently and effectively (Abu Sabt, 2005: 42).

Laudon and Laudon have defined information systems as a set of interrelated and interacting components, through which information is collected, retrieved, operated, stored and distributed in order to support decision-making processes and achieve control in the organization (Arif, 2008: 50).

Information systems are mainly concerned with converting data from abstract sources represented by data to information, and then transferring it to managers at all levels. And in all jobs to make decisions in a timely manner and is effective in planning, directing and controlling the activities that they follow to achieve the goals of the organization (Al-Mamary et al, 2011: 23)

And that organizational culture governs people's behavior and how the organization works in terms of language and communication. Work efficiency. hierarchy and administrative authority. Strategic change. And the establishment and use of knowledge, it has also been shown that organizational culture to play an important role in the operations of information technology management and this matter explains the volume of joint work between organizational culture and information systems (Indeje & Zheng, 2010: 22).

B- Organizational Structure

The organizational structure identifies and seeks to divide the work between employees, the official channels of coordination, and the chain of command. Accordingly, the organizational structure regulates the relationships within the institution and defines responsibilities.

(Al-Louh, 2006: 22) believes that the organizational structure is a framework that defines the various internal departments and divisions of the organization. Through the organizational structure, the lines of authority and their flow between jobs are determined. The organizational structure also shows us the various administrative units that work together to achieve the goals of the organization.

As seen (Certo et al, 1995) that the organizational structure as it shows the relationships between individuals and functions designed by management. shown in the organizational chart. The informal organizational structure that describes the fabric of social relations. Basically, friendship relations and common interests among the members of the



organization (Youssef, 2006: 46), and (Al-Shamaa and Hammoud, 2007: 163) knew that the organizational structure is the structure and form through which the main and sub-units of the organization that operate in various activities are clarified. It contributes to achieving goals, in addition to clarifying the forms and images of communication networks and existing relationships outside and inside the organization. Here, the role of organizational culture appears in supporting the organizational structure through the various levels in the organization in order to achieve its goals.

The organizational structure is a general framework that shows the administrative divisions, jobs, required tasks, and the human resources needed to fill these job vacancies according to academic qualifications, competence, and experience. : 26).

Thus, the role of organizational culture in the organizational structure is evident through the social fabric and the common interests of the individuals who make up the organizational structure through their influence on the customs and traditions of the society in which the organization is active.

C- Working individuals

The working individuals are from the basic segment in any organization and also thinking minds and not just individuals, and this is evident through the great role played by the administration and is represented in the initiating and advisory role through which the competitiveness of the organization is enhanced and thus individuals have an active role in the management of human resources that provide Through which advice to senior management and other administrative levels.

The individuals working in the organization represent the most important resources that the organization possesses, as they are the ones who build the organization and assist in its growth and success, and they are the only ones capable of destroying it and ending its role (Mahmoud, 2002: 36), but (Salman, 2005: 57) believes that individuals are an essential part of the head Intellectual money in the organization, just as effective intellectual capital management cares about individuals and develops their capabilities in order to form new knowledge.

As he sees (Ajam, 2006: 57) that individuals are the most important structural element in the information technology system, and they can be divided into two categories. the first. The majority are the so-called end users. Those who deal with application programs as beneficiaries of them and their applications without going into the exact details of their programming

operations. As for the second category, they are specialists in the field of computers who design computers and develop various programs. Whether it is application software or system software. And (Sprinh, 2015: 13) sees individuals as the human resource from which the workforce that belongs to the organization is formed. Bearing the responsibility of managing the rest of the resources in an efficient and effective manner. Through the excellent performance of its functions and in a way that ensures the achievement of the goals, policies and strategies of the organization and its direction.

D-Leadership

Leadership is a language: as Ibn Manzoor said: leadership: the opposite of the market. He leads the beast in front of it. And drives it behind her. cleft Wad from the front and the market from the back, and the name of all of that is leadership (Ibn Manzoor, 2000: 315). As for (Shihab, 2010: 112), he believes that leadership is the process of moving a group of people in a specific and planned direction by motivating them to work by choice. Leadership is a role that aims to influence others.

On the other hand, both (Jumaa and Nuri, 2011: 305) say that leadership is a rational process, one of which is a person (the leader) who guides and directs. And the other (subordinate) is the recipient of this direction and guidance, and this process is based on the influence that the first party has on the second party. Leadership in this sense is a relationship concerned with adapting and dealing with others by developing a clear vision and communicating it to the recipients and motivating them to overcome the difficulties they face and achieve common goals for both parties.

(Koontz & O'Donnell) believe that leadership is "the ability to exert influence among individuals through means of communication in order to achieve goals (Card, 2015: 7).

Second: Knowledge management processes

1- The concept of knowledge management

Knowledge management is old and new at the same time. Philosophers have been writing on this topic for thousands of years. However, interest in the relationship of knowledge to structured workplaces is relatively new.

Whereas Wiiig, 2000: 15) sees that comprehensive knowledge management includes intellectual capital, strategies, and long-term goals of the organization. It also works on the broad sharing of knowledge.



As for (Salman, 2005: 56), he defined it as a comprehensive image that has an impact on the organization's ability to use and develop its knowledge efficiently by structuring processes, cultures, infrastructures, and their interactions to serve its strategic goals. It is noted that this definition is appropriate in terms of comprehensiveness and a holistic view.

(Wiig) believes that comprehensive knowledge management is of particular importance to strong intellectual capital, and to show the role that information technologies play to create and maintain internal and external conditions in order to participate effectively in the knowledge-based global economy. It enhances the generators of ideas and knowledge on a large scale and effective management. Comprehensive knowledge is to build and achieve a better image to benefit from information technologies. (wiig, 2007: 141)

Comprehensive knowledge management is described as the generation of knowledge-based public administration, whose most prominent characteristics are that knowledge is the most valuable resource and the most important activity, and it is the source of efficiency, continuous improvement and value creation, so the government and organizations should adopt the work of a document of directives related to knowledge assets and its components in order to develop it and exchange experiences And information. (Najm, 2008: 138)

He indicated (Lamhant, 2010, 61) that knowledge management focuses on information technology as a marketer for knowledge management. and the embodiment of organizational processes. Facilitating the dissemination and application of knowledge. Thus, the Internet and e-mail are important channels and means of sharing knowledge

As for (Al-Nashar, 2012: 52), he believes that knowledge management is the processes that help organizations to generate, select, organize, use, and disseminate knowledge, and finally transfer important information and experiences that the organization possesses, which are necessary for various administrative activities such as decision-making, problem-solving, learning, and strategic planning.

The importance of knowledge management

Knowledge management is of great importance to governments, organizations and individuals in various fields. The importance can be explained as explained

by (Al-Lihani, 2009, 30-31) (Madhi, 2010, 39): (Neilson, 2001, 35)

a. E-government enables a base of information.

B. It allows people to get the information and services they need. And introducing them to what they can add to the work.

c. Increasing productivity by reducing cost risks and learning curves when starting work, which contributes to achieving mission objectives.

Dr. Adaptation of new employees to the way of working in the organization.

H. Integration of new knowledge within the decision-making process - with participation and cooperation - with decision makers. Focus on knowledge to invest the efforts of the organization and improve services through customer demands.

And the. Increasing the infrastructure to connect electronic networks to improve the product, improve and enrich the service with ideas to allow others to use them.

g. in the application of knowledge management. The right man in terms of knowledge and experience is placed in the right place according to their abilities.

Success factors in knowledge management

Many researchers have identified several rules or methodologies for the success of knowledge management. Where they stipulated the incorporation of a management initiative

Knowledge with the organization's strategy and its integration into the organization's culture. The availability of reliable information to the right people at the right time.

The success factors for knowledge management can be summarized in the following points (Al-Suhaimi, 2009, 8-9) (Madhi, 2010, 43):

1. *Creativity and increasing opportunities for continuous learning for individuals.*
2. *Giving more opportunities to participate in research and dialogue*
3. *Encouraging the importance of the spirit of cooperation. And the team learns.*
4. *Laying the foundations for systems for understanding, participation and dissemination of learning.*
5. *Pushing employees to develop and participate in the collective vision.*



6. Guide and develop leaders to build and support learning models at the individual, team and organization levels.

Knowledge management processes are among the important things that must be known, and this is a presentation by some writers and researchers on this field

Knowledge management processes

Table (1) shows the researchers' opinions on knowledge management processes

knowledge processes	Author and source	No.
1- Diagnosis 2- Determination 3- generation	Al-Obeidi, 2005: 28-35	1
4 – Store 5 – Application 6 – Distribution	Ahmed, 2012: 263-265	2
1- Generation 2- Sharing 3- Implementation	Al-Madani et al., 2010, 113-114	3
1- Diagnose 2- Define goals 3- Generate 4- Store 5- Distribute 6- Implement 7- Organize 8- Retrieve 9- Sustain	Al-Kubaisi 2005: 57	4
1- Personalize 2- Acquire 3- Generate 4- Store 5- Distribute 6- Apply	Darwaza, 2008, 12	5
1- Obtaining 2- Organizing 3- Retrieving 4- Distributing 5- Maintaining	Al-Jarjari, 2006, 23-25	6
1- Polarization or acquisition 2- Generation or creation 3- Sharing 4- Distribution	Kahlat, 2009, 64-67	7
1- Generating knowledge 2- Defining knowledge	Al-Suhaimi, 2009, 19	8
3- Collecting and acquiring 4- Organizing knowledge	Najm, 2008: 96	9
5- Sharing 6- Learning 7- Application	Al-Janabi, 2009: 49	10
8 - Investment 9 - Valuation 10 - Protection	Rasoulinezhad, 2011: 335	11
1-Knowledge acquisition 2-Knowledge storage 3-Knowledge dissemination 4- Knowledge application	Alian, 2012: 221	12
1- Coding knowledge 2- Sharing knowledge 3- Distributing knowledge 4- Creating knowledge	Al-Nashar, 2012: 102-109	13

Knowledge management processes work sequentially and are integrated with each other. Each one builds on the previous one and supports the next process. So some researchers tended to draw a diagram in the form of a circle

Most of them pointed out that the core processes are: diagnosing knowledge - defining its objectives - generating - storing - and distributing it. Then applied) Al-Shammari and Al-Duri. (2004:14) and (Heisig:) and (Mertins) indicated that the core processes of knowledge management in the form

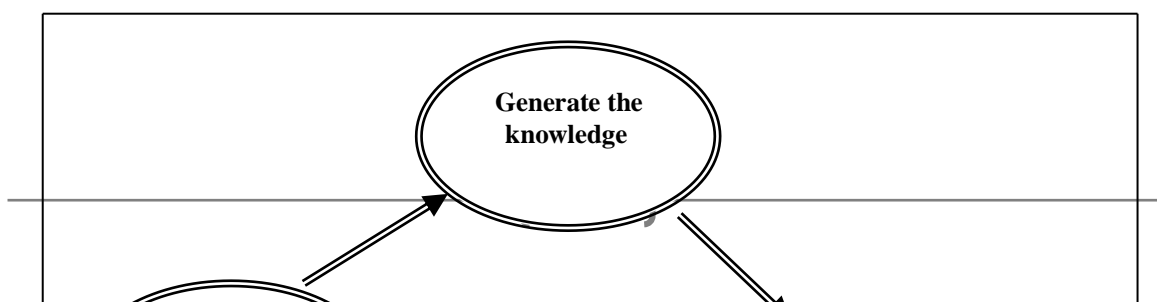




Figure 5. shows knowledge management processes

Source: Al-Shammari, Waiting for Ahmed Jassim, and Al-Douri, Moataz Salman Abdel-Razzaq, 2004. Knowledge management and its role in enhancing the strategic decision-making process. The Fourth Annual International Conference of Al-Zaytoonah University. College of Economics and Administrative Sciences, Amman, The Hashemite Kingdom of Jordan, pg. 14

1. Generate knowledge

There is synonymy and broad living bridges between the generation of knowledge, creativity and formation, as knowledge and the process of generating it is a conscious human effort. Some have indicated that the generation of knowledge leads to its expansion by converting tacit knowledge into apparent knowledge. And by transferring knowledge from the individual level to the collective level through sharing. As pointed out (Al-Janabi, 2009: 50) that the generation process requires a deep organizational culture and synergy experience between all organizational levels in the organization. This is based on motivation and support. Focusing on the dynamic of learning that makes the greatest impact through the organization's space, including the latent knowledge of the workers' minds, so that this is a precursor to fruitful application, creative re-application, and renewed knowledge discovery and acquisition. As (Al-Nashar, 2012: 105) sees that the generation of knowledge takes place through exploration, experimentation and creativity, and creativity is

considered one of the best sources of value in terms of generating new knowledge, where the strength of individual creativity is that it is an undirected creativity

2. Stock up on knowledge

The organization can quickly lose the knowledge it has gained and gained from. Therefore, the departments of organizations must work to preserve them in what is known as organizational memory, which is a hypothetical term that refers to the storage of information by which individuals work, in addition to the knowledge available in systems.

Daft (2001) indicated that the importance of IT is embodied in improving the efficiency of knowledge storage processes, especially virtual knowledge. As storage mechanisms include (Al-Janabi, 2009: 51):

- Data Warehousing stores and allows organizations to collect their data in huge databases for quick access.
- Data Mapping knowledge maps and shows the location of knowledge and how to access it. And guide the members of the organization to the sources of knowledge within the organization.
- Electronic Libraries, which are databases of special types of information for private users. It gives another way to store knowledge and pass it easily within the organization. Thus making users benefit from it and re-use it again.

And (Elayan, 2012: 97) believes that the storage of knowledge, if it was previously in a paper form, the situation has evolved into what is called the storage of knowledge in electronic ways that depend on the



computer according to what is called knowledge bases, which are electronic containers that contain facts and rules about a field of expertise and can be accessed through the use of cipher.

Knowledge storage processes include retention, maintenance, search, access, retrieval, and knowledge stores, which are especially necessary for organizations where work turnover rates are high. Knowledge base systems store knowledge from its various sources for use in helping individuals work effectively (Al-Samman, 2008: 97).

3. Knowledge distribution

This process includes publishing, distribution, sharing, streaming, transmission, and animation. The distribution and transfer of knowledge needs an organizational structure and an organizational culture that supports its transfer and sharing in the organization. An organization that relies on traditional relationships of oversight and authority finds it difficult to transfer knowledge, as there is difficulty in forming social groups and units and their interaction among them, and the form of the organizational structure has an impact. Directly on the transfer of knowledge, the hierarchical organizational structure based on bureaucratic foundations is characterized by inflexibility in the transfer of knowledge, its sharing and participation, so issuing orders to transfer knowledge through predetermined official channels will not allow its effective flow (Al-Samman, 2008: 97). (Al-Kubaisi 2002: 76) That there are multiple methods for distributing knowledge by project teams, internal information network, training through experts in the organization, meetings, seminars, panel discussions, and knowledge agents. And (Al-Janabi, 2009: 51) believes that the advanced network organization in organizations such as the Internet, the Intranet, and the Extranet. Through it, the broad and instant exchange of information and knowledge takes place, and it is shared horizontally and vertically. And on the widest geographical scale by all parties to the network. Especially after the embodiment of tacit knowledge to explicit. This is what enables enabling to increase efficiency. And raise the level of efficiency in decision-making.

(Hanna, 2011: 33) believes that knowledge as an existent increases through use, participation, and the exchange of ideas, experiences, and skills between people that grow in each of them. So the distribution process refers to distribution, publication, sharing, flow, transmission.

4. Application of knowledge

The importance of knowledge lies in the possibility of applying it, especially through work. In addition, the application itself condenses the other three complementary operations in its closed loop, which are generation, publishing, and storage. It is a practical test for the safety of its direction and its dynamic interaction. Thus, the feedback becomes one of the important indicators in correcting the path of knowledge management and the organization as a whole. And overcoming the obstacles and obstacles that it faces continuously and automatically due to the superiority of communications and its network and computer technologies employed in knowledge management, which eliminate or reduce the geographical and temporal dimensions (Al-Janabi, 2009: 52). (Al-Samman, 2008: 53) believes that the application of knowledge allows new individual and group learning processes. Which leads to the creation of new knowledge, hence the name of closed-loop knowledge management processes. Several methods have been used to apply knowledge, including: Teams with multiple internal experiences. business initiatives. and internal expert suggestions. And the adoption of measures to control knowledge. And team training from experienced experts. (Al-Titi, 2010,: 105) believes that all previous processes do not achieve anything of benefit unless knowledge is harnessed effectively in application, and the process of applying knowledge depends on the available knowledge and on the processes used in discovering more knowledge and capturing and preserving this Knowledge The better the process of discovering, capturing and sharing knowledge is implemented, the more effective the decision-making process will be.

Cultural obstacles to building knowledge

Among the most important cultural obstacles to building knowledge are the following (Karima and Siham, 2008, 15) (Obeisat, 2005, 15):

1. Lack of trust or different cultures and frames of reference.
2. Lack of time to share resources and venues for meetings.
3. Powers and responsibilities are granted on the basis of possessing knowledge and not on the basis of sharing it.
4. The future of knowledge lacks comprehension and understanding.
5. Believing that knowledge is a right limited to one group over another.

6. The varying status of individuals hinders the sharing of knowledge across the various units and activities.

And (Dalkir, 2005: 181) confirms that the implementation of knowledge management always requires a cultural change, if not a complete transformation. And at least surveying the existing culture with the aim of supporting a culture of knowledge sharing. Cooperation imposes permanent change on knowledge management, which in turn

works to complete the process, and change is rarely accepted by the recipient. It is not always necessary for people to oppose change for the sake of opposition. But they do so if they believe the proposed change is an imposition. Instead of it being an improvement in their working lives, the culture of sharing knowledge is built on the basis of trust as shown in figure 3

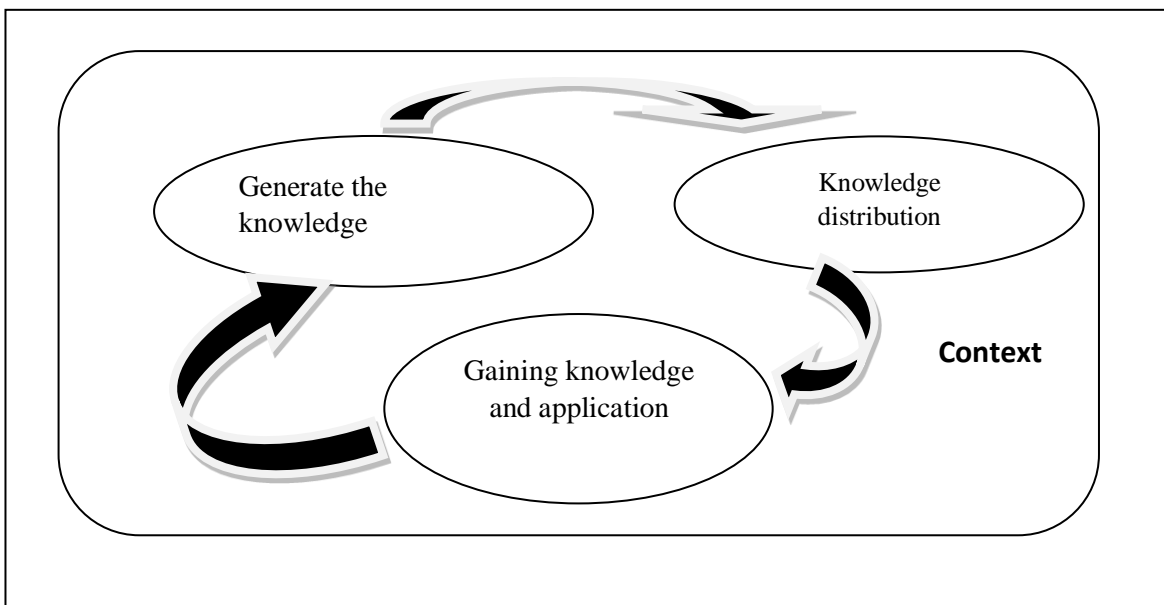


Figure (3) Implementation of knowledge management and organizational culture

Source: Dalkir, Kimiz (2005), Knowledge Management in Theory and Practice, U.S.A. Elsevier Butterworth-Heinemann, p179.

The practical's side

Description and diagnosis of study variables

First, description of the study sample: The study sample consisted of a group of teachers in the College of Administration and Economics / Tikrit University. 31 forms were distributed, 30 of which were valid for analysis.

Gender	Repetition
male	23
female	7
the age	Repetition
25 years or less	=
26-35	8
36-45	17
46-55	5
56 and over	=
Qualification	Repetition
diploma	-
Master's	22



PhD	8
other	-
Functional experience	Repetition
5 so less	3
6 -10	14
11-15	10
16 and over	3

Through table (1), we note that the percentage of the highest age group is (36 - 45). This is due to the nature of field work, as the organization deals with capabilities that have experience and knowledge because it is an academic institution. As for the educational qualification, we note that most of the workers hold a master's degree This indicates that the organization deals with individuals with a young age group and possesses knowledge and knowledge and can advance the organization forward.As for job experience, it has reached the highest percentage for years (6 - (10).

A- Describe the dimensions of organizational culture factors

Table No. (3) shows the arithmetic mean and standard deviation of the information systems dimension

Question No.	Mean	Std.Dev
X1	2.566	0.727
X2	2.666	0.546
X3	2.935	0.249
X4	2.800	0.484
X5	2.500	0.682
Average	2.693	0.537

As for the organizational structure, when observing table (4), it becomes clear that the general average of the arithmetic mean was 2.566, and this indicates the influence of the organizational structure in the organization. The best contribution percentage in this indicator was for question x7 (The organizational structure helps in promoting effective communications for the rapid exchange of knowledge.) As the value of the arithmetic mean was 2.866 and a standard deviation of 0.430. As for the lowest arithmetic mean of the dimension of the organizational structure, it was 2.166 for the variable x10 (there are many problems that are difficult to solve or deal with). As for Table (5)

Table No. (4) The arithmetic mean and standard deviation of the organizational structure dimension

Question No.	Mean	Std.Dev
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It is clear from Table (3) for the information that the general rate of the arithmetic mean was 2.693, and this means that there is a positive agreement ratio on the availability of information systems as a component of the organizational culture in the organization under study. A standard score of 0.249 (information systems contribute to the development of practices to adapt to new knowledge), while the lowest arithmetic mean was 2.500 with a standard deviation of 0.682 for question x5 (information systems help promote creativity behavior). The results generally indicate, through the arithmetic mean, the availability of the information systems component effectively in the researched organization

related to measuring the arithmetic mean of the dimension of working individuals, it is clear that the general average of the arithmetic mean was 2.566, and this indicates that there is After the individuals working in the researched organization, the best result was in x11 (the prevailing culture in the organization encourages workers to enhance the spirit of teamwork) with an arithmetic mean of 2.763 and a standard deviation of 0.606. While the lowest value of the arithmetic mean in x15 was 2.166 (workers have a fear of job loss as a result of sharing knowledge with others).



X6	2.666	0.606
X7	2.866	0.430
X8	2.633	0.516
X9	2.500	0.502
X10	2.166	0.874
Average	2.566	0.585

Table 5. The arithmetic mean and standard deviation of the dimension of working individuals

Question No.	. The arithmetic mean	Std.Dev
X11	2.763	0.465
X12	2.600	0.530
X13	2.533	0.663
X14	2.400	0.776
X15	2.266	0.814
Average	2.512	0.649

We note Table (6) related to measuring the arithmetic mean of the leadership dimension. It is clear that the general average of the arithmetic mean amounted to 2.512, and this indicates the availability of the leadership dimension in the researched organization. Standard 0.465. While the lowest value of the arithmetic mean in x11 was 2.266.

Table No. (6) shows the arithmetic mean and standard deviation of the driving distance

Std.Dev	Mean	Question No.
0.465	2.763	X16
0.530	2.600	X17
0.663	2.533	X18
0.776	2.400	X19
0.814	2.266	X20
0.649	2.512	المعدل

B- Indicators of knowledge management processes

Table No. (7) shows the arithmetic means and standard deviations for the indicators of knowledge management processes

Question no.	Arithmetic means	Standard deviations	Question no.	Arithmetic means	Standard deviations
X21	2.400	0.813	X31	2.333	0.666
X22	2.300	0.794	X32	2.766	0.504
X23	2.300	0.836	X33	2.066	0.639
X24	2.266	0.784	X34	2.533	0.628
X25	2.766	0.504	X35	2.500	0.629
X26	2.833	0.461	X36	2.533	0.628
X27	2.300	0.746	X37	2.466	0.571
X28	2.466	0.819	X38	2.400	0.813
X29	2.766	0.504	X39	2.100	0.711
X30	2.533	0.571	X40	2.700	0.595
			المعدل	2.466	0.660

By following up Table (7), it is clear that the arithmetic mean average amounted to 2.466, and this indicates a good agreement rate among the respondents

regarding the availability of knowledge management operations indicators, and this is supported by the standard deviation value of 0.660. The best



contribution to this value was for the question x26 (the organization adopts a culture that encourages This question came with an arithmetic mean of 2.833 and a standard deviation of 0.461. As for the lowest mean compared to other media within the same dimension, it was in question x33 (the organization uses methods to apply knowledge by experienced experts) and it came with a mean of 2.066 and a standard deviation of 0.639 .

Second: Testing research hypotheses

A- Complementing the requirements of the descriptive analysis, the correlations between the research variables have been identified. Table No. (8) shows that there are statistically significant correlations between the independent variable (factors of organizational culture) and the dependent variable (knowledge management processes), as it amounted to (0.611) at a significant level of 0.01.

Table (8) correlations between organizational culture factors and indicators of knowledge management processes

Indicators of organizational culture factors	The independent variable
	The dependent variable
	Knowledge management processes

**P ≤ 0.01

N=30

b- Analyze the impact relationship between the variables

Table (9) the simple linear regression and analysis of variance model for the effect of indicators of organizational culture factors in achieving knowledge management processes

R ²	Value of T		Value of F		organizational culture factors		Independent dependent
	From table	Calculated	From table	Calculated	B1	β0	
0.510	2.756	4.108	7.640	16.874	0.842	0.406	Knowledge management processes

N=30

P≤ 0.01

It is clear from table (9), which reviews the impact of organizational culture factors on knowledge management processes and at the macro level, that the value of the indicators is at the level of 0.01 and with a degree of freedom of 1.28.

Through these results, the second hypothesis can be rejected, which states (the absence of a significant influence relationship of organizational culture factors in achieving knowledge management processes in the researched organization).

Third: Conclusions and suggestions

Through the aforementioned results, we review below some of the conclusions and suggestions reached by the research:

1. There is a good level of knowledge management processes in the researched organization, and this is due to the characteristics of the information that it uses.
- 2 .The organization has a new approach and great awareness in terms of the ability to deal with information systems and thus obtain new information that has an impact on the organization's decisions.
- 3.The advanced technology contributed to the speed between the emergence of the idea in the development of the work and all the way to the application.

4 .The results indicated, in general, that there is a significant relationship between the indicators of knowledge management processes and the organizational culture factors, and this is due to the good awareness of the organizational culture factors and directing them in the direction that serves the organization and achieves its leadership.

5 . We must refer to the role of the organizational structure in promoting effective communication for the rapid exchange of knowledge.

6. Owning the organizational culture in the researched organization enhances the collective spirit and the spirit of teamwork in the organization.

7 .The role of senior leadership is great in order to enhance confidence and generate innovative ideas.

As for the most prominent proposals presented by the research that support the above conclusions:

1. Developing the infrastructure of information systems in order to further enhance the organization's knowledge management operations.
- 2 . Presenting information clearly to avoid mishandling it and not using phrases that understand more than one purpose.
- 3 . Enhancing the organizational culture in the organization through awareness of the goals of the



organization in order to achieve leadership with competitors.

4. Create an organizational climate that helps to gain knowledge in the researched organization.

5 . .Improving the research and development departments in the organization in order to generate more knowledge.

6 . The researched organization used methods to apply knowledge by seasoned experts

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