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РАЗВИТИЕ ЗНАНИЙ СОТРУДНИКОВ В ОРГАНИЗАЦИИ (НА МАТЕРИАЛАХ ФИЛИАЛА ФОНДА STRUGAL ALGERIA-HASNAWI GROUP — SIDI BEL ABBES)

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Мировые экономики эволюционировали от экономик дефицита, которые полагаются на физические природные ресурсы, к экономикам изобилия, которые полагаются на нематериальные активы, такие как исследования и разработки, технологии, дизайн и научные инновации, чтобы достичь экономического роста и благосостояния общества. Алжир обязан идти в ногу с миром и строить свою экономику, не полагаясь постоянно на углеводороды, и сделать знание основой успеха своих малых и средних предприятий. Эта статья направлена на изучение развития индивидуальных знаний в алжирских малых и средних предприятиях, где индивидуум является основным фокусом процесса развития и создания новых знаний. Наш анализ, вдохновленный моделью Нонака и Такеучи, подчеркивает цикл развития и взаимодействия между неявными и явными знаниями.

Исследование было проведено на случайной выборке сотрудников СТРУГАЛЬ АЛЖИР — фонда Хаснауи — Сиди-Бель-Аббес — Алжир, и мы обнаружили, что организация принимает культуру обмена знаниями через взаимодействие между человеческими ресурсами организации и устанавливает организационное обучение как основу для создания и развития новых знаний для членов организации.

Ключевые слова: неявные знания, явные знания, развитие знаний, STRUGAL ALGÉRIE — Фонд Хаснауи, человеческие ресурсы.

DEVELOPING THE KNOWLEDGE OF INDIVIDUALS IN THE ORGANIZATION (BASE ON MATERIALS A BRANCH OF THE STRUGAL ALGERIA FOUNDATION-AL-HASNAWI GROUP — SIDI BEL ABBES)

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World economies have evolved from economies of scarcity, which rely on physical natural resources, to economies of abundance, which rely on intangible assets such as research and development, technology, design and scientific innovation to achieve economic growth and societal well-being. Algeria must keep up with the world and build its economy without relying on hydrocarbons all the time, and to make knowledge the basis for the success of its SMEs. This article aims to study the development of individual knowledge in Algerian SMEs, where the individual is the main focus of the development process and the creation of new knowledge. Our analysis, inspired by Nonaka and Takeuchi's model, emphasizes the cycle of development and interaction between tacit and explicit knowledge.

The study was conducted on a random sample of employees at STRUGAL ALGÉRIE — Hasnaoui Foundation — Sidi Bel Abbes — Algeria, and we found that the organization adopts a culture of knowledge sharing through the interaction between the organization's human resources and establishes organizational learning as the basis for the creation and development of new knowledge for organizational members.

Keywords: Implicit knowledge, explicit knowledge, knowledge development, STRUGAL ALGÉRIE — Hasnaoui Foundation, human resources.

Introduction. Algeria is facing challenges in its transition from a rentier economy to a knowledge-based economy, with a focus on renewable energy. The evolving knowledge economy is characterized by rapid innovation and the production of collective knowledge, which is considered an unlimited and inexhaustible resource [1, p. 4]. The implementation of knowledge management systems in Algerian companies is a key strategy for achieving sustainable success. The concept of knowledge has evolved into a powerful driver of organizational success. This is based on the structuring and integration of information into frames of reference that enable the organization to carry out its operations and provide interpretations adapted to different contexts [2, p. 19]. However, Algeria faces challenges, as evidenced by its low global knowledge index of 40.3% in 2021 [3, p. 86]. Nevertheless, the country's development objectives have evolved to emphasize the importance of knowledge development as a critical factor for effective growth.

There are two types of knowledge: Accumulation and Application. It can be divided into two categories: Tacit knowledge and explicit knowledge [4, p. 60]. The accumulation function enables the creation of new self-generated knowledge within an organization [5, p. 3]. Valuable insights have been provided on the dynamics of knowledge management within organizations and the focus has been on the development, activation and sharing of internal knowledge within the organization [6, p. 124].

In conclusion, this study aims to examine the knowledge reality of the a branch of the STRUGAL ALGERIA foundation -Al-Hasnawi Group — Sidi Bel Abbes, and the extent to which they exploit the implicit and explicit knowledge of individuals, in the context of knowledge exchange. In addition, the study focuses on the role of this exploitation in the development of individuals' knowledge within companies. Thus, the importance of our study lies in analyzing the ability of Algerian organizations to adapt to economic changes and focus on intangible assets by developing the knowledge of their employees in SMEs. The development of these knowledge assets not only affects the organization itself, but also contributes to the economy as a whole.

Developing individuals knowledge at the STRUGAL ALGÉRIE — Hasnawi — Sidi Bel Abbes:

1. Introducing STRUGAL ALGÉRIE — Hasnawi–Sidi Bel Abbes. The Al-Hasnawi group, established in 1974 by the Al-Hasnawi brothers, operates in construction, industry, agriculture, services, and stone sectors. The industrial center, including STRUGAL ALGERIA founded in 2012, results from a partnership between the Spanish STRUGAL ALUMINUM and Al-Hasnawi group. The Sidi Bel Abbes branch, under study, specializes in aluminium window systems manufacturing.

2. Study population and sample. A random sample was selected, consisting of all administrative levels from the lowest to the highest. The number of employees in this branch was approximately 60 employees. 50 questionnaires were distributed to them, and 9 questionnaires were retrieved. Adapted to the study.

3. Study tool. The study uses a customized questionnaire consisting of five parts. The first part captures personal details such as education, job level, and professional experience. The second part consisting of 32 questions addresses the research items covering tacit and explicit knowledge orientation, knowledge sharing, organizational learning, Information and Communication Technology, knowledge development. This study adopted some closed-ended questions and used a five-dimensional Likert scale.

RESULTS AND DISCUSSION.

Demographic profile of respondents. In our case study, 43.9% of workers are aged 31–40, with 36.6% aged 30–39. Additionally, there are four individuals under 21 and in the 41–50 age group. In terms of education, 65.9% have a university degree, 19.5% completed secondary education, 9.8% have an average education level, and four individuals hold university positions. Regarding work experience, 46.3% have 1 to 5 years, 24.4% have less than one year, 22% have 6 to 10 years, and the rest have 11 to 20 years of experience. Table 10 indicates that 58.5% hold Master's degrees, 39% are in managerial/senior managerial roles, and there is one executor in the study sample.

Reliability test. A reliability test was carried out using Cronbachs» alpha, We can see from Table 1 that the Cronbach's Alpha reliability coefficient for the total score is recorded as 0.87 at a significance level of 0.01. The Cronbach's Alpha for Orientation of tacit and explicit knowledge is 0.78 and 0.76 for sharing knowledge, 0.793 for organizational learning and 0.79 for Information and Communication Technologies and 0.734 for knowledge development, Therefore, it indicates good reliability.

Table 1

Cronbach's alpha reliability

Cronbach's Alpha	Variables
0.783	Orientation of tacit and explicit knowledge
0.760	Sharing knowledge
0.793	Organizational learning
0.790	Information and Communication Technologies
0.734	knowledge development
0.871	Total

Source: Prepared by the researchers, based on the SPSS outputs.

Descriptive Analysis for Orientation of Implicit and Explicit Knowledge.

The table 2 below shows the mean scores, standard deviation, and general trend for the tacit and explicit knowledge orientation.

Table 2

Descriptive Statistics for: Orientation of Implicit and Explicit Knowledge

No	Paragraphs	standard deviation	Mean	Genral trend
1	knowledge is formally recorded every time it is created within our company	0.612	4.02	Agree
2	we engage in face-to-face social interaction to exchange knowledge	0.671	4.00	Agree
3	we meet, discuss and debate to generate new knowledge a high proportion of knowledge in our organization resides with individuals	0.632	4.00	Agree
4	a high proportion of knowledge in our organization resides with individuals	0.805	3.59	Agree
5	we actively encourage colleagues to observe our working methods and learn from us	0.892	3.83	Agree
6	Does the company manage the transfer of tacit knowledge when employees leave the company	0.990	3.66	Agree

Source: Prepared by the researchers, based on the SPSS outputs.

The results of the questionnaire indicate a general agreement among the participants about knowledge management in the organization, as the averages ranged between 3.54 and 4.02, reflecting a tendency to agree with the statements. The standard deviation values were around 0.60 for most of the questions, indicating consistency of responses and consensus.

The survey results indicate that the organization is actively transforming tacit knowledge into explicit knowledge and vice versa. This is accomplished through the socialization of individual knowledge, whereby individuals engage with their colleagues to share and develop their expertise [7, p. 6]

Consistent responses about formally recording knowledge when it is created, face-to-face social interaction to share knowledge, and meetings and discussions to generate new knowledge reflect the organization's efforts in converting tacit knowledge into shareable and documentable knowledge [8, p. 7]. Through these interactions among members of the organization, knowledge continuously evolves, underscoring the organization's role as a knowledge-creating entity [9, p. 6].

Descriptive Statistics for: Sharing knowledge in the organization. The table 3 below shows the mean scores, standard deviation, and general trend for sharing knowledge in the organization.

Table 3

Descriptive Statistics for: Sharing knowledge in the organization

No	Paragraphs	standard deviation	Mean	Genral trend
1	knowledge sharing is integrated into the company's strategy	0.963	4.15	Agree
2	There's a culture of knowledge sharing among the company's various employees	0.980	3.80	Agree
3	Tacit knowledge (employee know-how) is evaluated and transferred to our organization	0.863	3.83	Agree
4	The company encourages individuals to present new ideas to each other	0.901	3.71	Agree
5	Are you willing to share your knowledge with others in the organization	0.700	4.1	Agree
6	A high proportion of our internal knowledge sharing is achieved through direct contact (person-to-person)	0.877	3.93	Agree
7	the company promotes transparency and open communication to build trust between individuals	1.101	3.71	Agree

Source: Prepared by the researchers, based on the SPSS outputs.

The survey results indicate a general agreement among participants about the integration of knowledge sharing into the company's strategy and the culture of knowledge sharing among employees, with averages ranging from 3.71 to 4.15. This reflects a tendency to agree with these statements. However,

there were discrepancies in the responses as shown by the standard deviation, which ranged from 0.700 to 1.101, especially in the question related to promoting transparency and open communication, where the standard deviation was the highest.

These findings call for the company to focus on fostering transparency and open communication to promote trust and enhance the effectiveness of knowledge management in the organization and creating conditions that encourage knowledge sharing in organizations by adopting the Japanese concept of "Ba" [10, p. 82]. Hence, a favorable environment is necessary for knowledge creation and development through individual interaction and personal knowledge sharing [11, p. 2]. Thus, the organization fosters a culture of knowledge sharing and open communication by adopting a policy of sharing knowledge with colleagues and face-to-face interaction between individuals to share their knowledge, which is based on the mutual trust embedded in the organization's principles.

Descriptive Statistics for: Information and Communication Technologies in the organization. The table 4 below shows the mean scores, standard deviation, and general trend for Information and Communication Technologies in the organization.

Table 4

Descriptive Statistics for: Information and Communication Technologies in the organization

No	Paragraphs	standard deviation	Mean	Genral trend
1	Our organization aims to develop the Communication and Information Technologies related to their personnel	1.012	3.98	Agree
2	Communication and information technologies are used effectively in our organization to facilitate the creation, storage, sharing and use of knowledge, and to promote learning	0.831	3.90	Agree
3	Knowledge is organized in special electronic files for each type of knowledge	0.1003	3.49	Agree
4	Do information and communication technologies help to improve our access to information relevant to our work	0.755	4.07	Agree
5	does the company encourage the use of Information and Communication Technologies to transform employees' tacit knowledge (know-how… etc) into explicit knowledge (document, manuals… etc)	0.889	3.90	Agree

Source: Prepared by the researchers, based on the SPSS outputs.

The general tendency for all questions is "Agree," indicating that, on average, respondents have a positive perception of the use and development of communication and information technologies within the organization. The standard deviations indicate that the level of agreement varies from question to question, with some areas showing more consistent responses than others do. The overall results suggest that the organization effectively leverages Information and Communication Technology to manage knowledge and support learning among employees.

Information technology promotes knowledge development and facilitates access to explicit knowledge, text analysis, data classification, automatic summarization, and modeling. Mechanisms like web conferencing and e-learning enable collaboration and distance learning. Content management and collaborative publishing tools, such as blogs, contribute to the easy dissemination of knowledge [12, p. 4]. Information and Communication Technology plays a role in explicit knowledge [13, p. 598].The organization provides Information and Communication Technology for knowledge management, enabling the storage, sharing, and creation of new knowledge, and facilitating organizational learning [14, p. 12]. This structured information aids problem-solving and is a unique, non-competitive asset [15, p. 11]. However, accessing this knowledge is difficult for all management levels, particularly the executive level, hindering their workflow.

Descriptive Statistics for: knowledge development in the organization. The table 5 below shows the mean scores, standard deviation, and general trend for knowledge development in the organization.

The survey results indicate that employees generally agree that the organization effectively manages knowledge and promotes its creation and acquisition. The high mean scores (3.46 to 4.34) reflect satisfaction with knowledge management processes, and the standard deviations (0.705 to 1.037) show reasonable variation in opinions. Overall, the results are positive, indicating support for knowledge sharing and the development of individuals' knowledge.

An organization develops the knowledge of its people through the continuous presence of human resources within the company. Knowledge is developed into explicit knowledge which is conceptual knowledge

and can be expressed by any individual within the organization and, tacit knowledge lies deep within each person and is difficult to extract, as emphasized by [16 p. 10] in his quote "We know more than we can say". However, the organization relies on organizational learning, knowledge sharing, idea sharing, and policy suggestions among individuals to develop their knowledge.

Table 5

Descriptive Statistics for: knowledge development in the organization

No	Paragraphs	standard deviation	Mean	Genral trend
1	We are able to create and acquire new knowledge	0.728	4.34	Strongly Agree
2	Once we have developed new knowledge, we reuse it as many times as possible	0.851	3.98	Agree
3	We have already participated in informal discussions where team members share their experiences to solve problems.	1.037	3.78	Agree
4	We have access to online resources or databases to enhance our professional knowledge	1.027	3.46	Agree
5	Does the company encourage the sharing of personal experiences and ideas to generate new knowledge	0.916	3.76	Agree
6	Does the company actively facilitate the capture of employees' tacit knowledge (know-how, etc.) and transform it into explicit knowledge (document, manual, etc.)	0.888	3.63	Agree
7	Is there a formal process for identifying individual skills development needs and translating them into learning plan	0.977	3.54	Agree
8	Does the company offer formal training opportunities to help employees acquire new knowledge	0.790	3.98	Agree
9	The company works continuously on knowledge creation	0.705	3.95	Agree

Source: Prepared by the researchers, based on the SPSS outputs.

Knowledge development includes research, development and education tasks led by specialists and experts [17, p. 58], and knowledge dissemination and sharing within the organization [18, p. 84].

Conclusion. Our examination of the Algerian company Hasnawi reveals that the company's success depends on its intangible assets. Knowledge management is therefore a fundamental aspect of its strategy, enabling the creation and development of knowledge for its members. Individuals' tacit knowledge is leveraged through interactions and knowledge exchange within the organizational learning process. Information and communication technology plays a key role in facilitating the process of knowledge acquisition. This is due to the organization's culture of knowledge sharing, which is embedded in its core principles and underpinned by a high level of trust among its members. However, there is still a challenge for members of the executive management team in accessing the latest knowledge and results achieved by the tactical management team.

This demonstrates that the organization's members are consistently engaged in the discovery and research of knowledge, with the objective of developing and creating new knowledge.

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