

# THE ROLE OF KNOWLEDGE MANAGEMENT IN IMPROVING THE INTERNAL WORK ENVIRONMENT OF THE SPORTS ORGANIZATION IN ALGERIA

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## Abstract

This study aims to determine the knowledge of the role of knowledge management in improving the internal work environment; and to stop at the extent to which the technological developments used to improve the performance of employees of the sports institution, by facilitating and simplifying work procedures, achieving effectiveness and acquiring knowledge and skills; and also aims to know the contribution of knowledge management to decision-making work by making changes in the direction of decisions, re-studying them and the speed of data acquisition. To achieve the objectives of this study, we used the appropriate descriptive analytical approach to the subject of the research by highlighting the role of knowledge management in improving the internal work environment of the sports organization in Algeria. The sample of the study was from a sample of those in charge of running the Directorate of Youth and Sports Foundation for the state of Tebessa from heads and subordinates of various interests, where their number reached (75) framework and worker in the institution and we took a sample of 25 workers and to collect data we used the questionnaire and analyzed it through the statistical program SPSS, and we got the results that interest in knowledge management has become an urgent necessity to keep pace with the rapid development in various sciences, which is the permanent and specific source that works to achieve the internal work environment and successful and effective in sports institutions.

**Keywords:** Knowledge management, Ergonomics, Sports organization.

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## 1. INTRODUCTION

The rapid and noticeable development in the current information and communication technology has necessarily led to a keen interest in knowledge in order to be able to keep pace with this rapid change in various lifestyles, and the expansion of the Internet, which has coincided with the information and communication revolution, has played an effective role in the emergence of many deep concepts such as: knowledge management, knowledge economy, knowledge societies, etcetera. As a result, studies and research related to knowledge management began to emerge that would contribute to finding sound and realistic solutions to some problems.

Knowledge management has become one of the prevailing administrative concepts at the present time as a result of the continuous changes in the sports field, as it represents one of the most prominent areas of interest of students and researchers in the field of administrative sciences, due to the prominent role played by this type of management in meeting the needs of sports institutions and with regard to providing accurate information and knowledge for many important and necessary sports administrative functions and activities in a timely manner and with the appropriate quality, which allows these sports institutions to achieve survival and excellence in an environment of intense competition.

For the success of organizations, they must pay attention to knowledge management because it is an important element that distinguishes a successful sports organization from other organizations, the transition of knowledge-based institutions and businesses is no longer an isolated factor or an adventure with uncalculated results, but rather a broad, accurate and diverse road that covers the economy of countries in various fields in many contemporary societies, and in order for the sports organization to achieve success, it must use knowledge management in a good way because it is noted that there are sports institutions that have knowledge, but they automation; use them in an inappropriate way, and also those working in them may not be able to discover, access or apply them, because they do not know the appropriate means to do so.

The internal work environment is the space and environment in which the administrator works within the sports organization, and it is an important factor in achieving his own ambitions and goals if they are clear and boundaries, where interaction and contact with others occur, if the internal work environment affects the administrator, especially in the amount of effort he exerts, his morale, and the level of his satisfaction, satisfaction and belonging to an institution, it will develop the values of commitment and responsibility.

During all this, the following question can be asked:

- How does knowledge management contribute to improving the internal working environment of the sports organization in the Directorate of Youth and Sports of the wilaya of Tebessa?

Sub-questions:

- How does knowledge management contribute to improving the performance process in the Directorate of Youth and Sports of the wilaya of Tebessa?
- How does knowledge management contribute to the decision-making process of the Directorate of Youth and Sports of the wilaya of Tebessa?
- What is the importance of knowledge management in improving the internal work environment in the Directorate of Youth and Sports of the wilaya of Tebessa?

## 2. RESEARCH HYPOTHESES

To address the problem of the study and as an initial answer to the sub-questions, the following hypotheses will be formulated:

### General hypothesis:

- Knowledge management contributes to improving the internal work environment of the sports organization in the Directorate of Youth and Sports of the wilaya of Tebessa.

### Partial hypotheses:

- Knowledge management contributes to improving the performance process by improving the quality of services provided and improving the performance of employees in the Directorate of Youth and Sports of the wilaya of Tebessa;
- Knowledge management contributes to improving the decision-making process through the speed of obtaining accurate data and the validity of information in the Directorate of Youth and Sports of the wilaya of Tebessa;
- The importance of knowledge management in the internal work environment by improving the level of performance of the Directorate of Youth and Sports of the wilaya of Tebessa.

## 3. RESEARCH OBJECTIVES

The purpose of this study is to reach a set of objectives, the most important of which can be clarified as follows: Knowing the role of knowledge management in improving the internal work environment.

Depending on the extent to which the technological developments used to improve the performance of employees of the sports institution, by facilitating and simplifying work procedures, achieving effectiveness and acquiring knowledge and skills.

It also aims to know the contribution of knowledge management to decision-making work by making changes in the direction of decisions, re-studying them and the speed of data acquisition.

**The importance of the study**

The subject of knowledge management and the internal work environment is of great importance among the topics that have received great attention in the administrative field due to its importance in helping institutions achieve their goals. Knowledge management is also one of the most important developments that Algeria seeks to keep pace with, and is moving towards its application in various fields and sports institutions. Accordingly, the results of this study will contribute to reaching an understanding of the nature of the role of knowledge management in improving the internal work environment, and drawing the attention of institutional managers to the need to apply knowledge management due to what it offers to improve the level of performance within sports organizations, as well as we seek to identify the importance of knowledge management through the processes entrusted to it in the sports institution and determine the importance of improving the internal work environment in the sports institution and clarify the role of knowledge management in improving the internal work environment in the sports institution.

**4. LITERATURE REVIEW****4.1 Definition of search terms****Definition of knowledge management**

There are several definitions, the most prominent of which will be mentioned, as follows:

Knowledge management is defined as: "The processes that assist countries in the generation, selection, organization, use and dissemination of knowledge, seek to establish relationships between individuals and encourage their participation in experiences, learning, adaptability and innovation, and support individual and collective education" (Swanston, 2002).

Procedural definition: Knowledge management is the process by which information and intellectual resources of high value are transferred in order to develop the viability of individuals and organizations for the purpose of achieving objectives.

**Work environment**

The general meaning of the environment: the word environment is derived mainly from the word (environs) any everything that is surrounding the globe, and the word environment originally meant the natural elements of life such as the sun, moon, mountains, desert and forests This concept has evolved and was not limited to the natural sciences, but included most of the socio-political, economic, legal and management sciences, and for this it is assumed not to mention the word "environment" as a word but rather preferably to determine the type of environment newly intended (Wahba, 2000, p. 89).

Filho's definition: "The environment in which any organization operates includes three main sets of variables: the first group includes variables at the national level, such as economic, social and political factors, the second group includes operational variables specific to each organization and is linked to a group of parties dealing with it, for example, government agencies, consumers, wholesalers and retailers, and the third group includes variables specific to the internal dealing environment of the organization, which consists of workers, managers and others (Abu Qahf, 1997, p. 27).

Dell's definition: He believes that the organization's work environment is that part of the administrative environment that suits the process of setting and achieving the goals of the organization and this environment consists of five groups, namely customers, suppliers, workers, competing organizations and pressure or influence groups such as the government, labor unions and others (Abu Qahf, 1997, p. 28).

Procedural definition: The work environment is a set of restrictions that determine the behavior of the organization as the environment determines the models or methods of action necessary for the success and survival of the organization and the achievement of its goals and is affected by the organization and therefore it is all the forces with an effective impact on the organization and its performance, or is everything that surrounds the organization in general and affects the movement, work and performance of the organization directly or indirectly, the environment determines the directions of the organization's work, being the source of many things that the organization needs, such as information, performance diversity and raw materials.

### **Sports organization**

A group of individuals, united to accomplish a mission, that is, the goal of the institution, and determine the appropriate organizational structure that determines the institution and the function of each individual in it, in addition to the relationship of the individual with other individuals in the group, each country forms sports institutions or federations, in order to support a particular sport, as well as to support sports in general (Abdel Maqsoud & Al-Shafei, 2004, p. 92).

Silverman defines an institution as an organization or organizational formation with specific functions (Rifai, 1999, p. 255).

Khalil Muhammad Hassan Al-Shamma defined it as a collective formation or organization formed through the social interaction of individuals and groups and the subsequent processes, events and functions (Muhammad Hassan Al-Shamaa & Khader Mahmoud, 2014, p. 35).

Procedural definition: It is a group consisting of several natural or legal persons with the aim of providing sports services and related services, and that body may not engage in any other activity outside the scope of the sports service.

#### 4.2 Previous studies related to the research

This study has been based on the findings of previous studies that dealt with the subject, including:

- Yasser bin Abdullah bin Turki Al-Otaibi, Ramadan Ahmed Eid Al-Sabbagh, "Knowledge Management and the Possibility of Applying it in Saudi Universities - An Applied Study on um Al-Qura University", a memorandum submitted to obtain a doctorate degree in educational administration and planning, um Al-Qura University - College of Education - Makkah, Saudi Arabia, 2007 The study aimed to clarify the concept of knowledge management and its importance in contemporary thinking, identify the most important knowledge management processes and practices that lead to its activation, study and analyze the current reality of knowledge management in educational organizations represented by um Al-Qura University and develop a proposed vision for knowledge management in Saudi universities. The study found the following findings: that the university does not prioritize knowledge management, as the term knowledge management is not circulated intensely at the university; and the lack of a clear knowledge management strategy.
- Study: Riad Aichouche, "The Contribution of Organizational Culture to the Success of Knowledge Management Application: A Case Study of Some Public Bank Agencies in Messila", Memorandum submitted for obtaining a master's degree in economic sciences, Mohamed Khider University - Biskra, Algeria, 2010. This study aimed to identify the organizational culture prevailing in Algerian banks and the extent of their support for knowledge management, to emphasize the role of knowledge management in nurturing, strengthening and establishing an organizational culture that supports knowledge and innovation and building the values of cooperation, and to know if Algerian banks realize the importance of knowledge management whether they have already begun to adopt knowledge management initiatives The results of the study showed that: the attitudes of the study sample towards organizational culture factors were positive but moderate in all its factors, knowledge management perception, collaborative environment, shared vision, and senior management practices, which indicates the importance of organizational culture for banks and individuals working in them; Individuals' attitudes towards knowledge processes were positive but also moderate; Organizational culture has a positive relationship with all knowledge management processes.
- Ashour Abdel Karim, a study entitled: "The Role of Knowledge Management in Rationalizing the Public Service in the United States of America and Algeria", thesis submitted to obtain a master's degree in political science and international relations, on democracy and rationality 2010, the study aimed to remove ambiguity and identify the concept of knowledge management and its impact on rationalization of the public service and aimed to reach the effectiveness of knowledge management as a mechanism in rationalizing the public service, according to the applications of the American

model, as it represents a technologically advanced international initiative, and try to identify The strategy of e-public services and how their mechanisms have affected access to rational public service, through the Algerian experience as a developing country The study reached the following main conclusion: that knowledge management represents an important mechanism in building and upgrading an integrated architecture of electronic public services, in order to achieve integrity, accountability, accountability, control, speed of response in the services provided to the public of citizens, and raises the level of clarity of public service and brings it closer to the citizen, but trade unionists and the difference remains between each model to another, depending on the environment and specificity of the experience and the applied model.

- Siham Ben Rahmoun, "Entitled The Internal Work Environment and its Impact on Job Performance", Study of a sample of administrators in faculties and institutes, University of Batna, thesis complementary to obtaining a doctorate, sociology, specialization in human resource development, 2014, the study aimed to find out the extent of the impact between the internal work environment and the job performance of the two departments and to know the pros and cons that are reflected on their job performance in that environment, by identifying the extent to which the internal work environment meets its administrative and financial components, and the extent to which the two departments are satisfied with Their internal work environment and their satisfaction with its elements, in addition to identifying the level of job performance of the two departments by evaluating their performance in light of the elements of their internal environment and in light of their satisfaction or dissatisfaction with it The most important findings of this study, the internal work environment met its administrative and financial elements relatively by 66.50% and not completely in the university administration (colleges and institutes), and it was found that the level of job performance of the two departments in light of the administrative and financial elements of the internal work environment and it was concluded that the extent of the impact of the internal work environment on job performance in the university administration of colleges and institutes at the University of Batna is a strong and very high impact, because it affected the efficiency, motivation and desire of administrators to work and perform their jobs In the required manner and achieves the objectives of the university.
- Marilyn Sarkasb's study, entitled: "The impact of the work environment on the creative performance of workers", a field study on Syrian private banks operating in Damascus, research submitted to obtain an MBA 2018. The study aimed to study the impact of the work environment represented in training technology, incentives, bonuses and working conditions, organizational structure on the creative performance of workers in Syrian private banks operating in the city of Damascus and the study found a positive impact of the dimensions of the impact of the work environment on the creative

performance of workers in Syrian private banks, where the first place was occupied by working conditions as the best factor of the work environment according to the evaluation of workers in banks, then organizational structure, then technology, then training and finally incentives and rewards.

#### **4.3 Similarities and differences between the current study and previous studies**

The most important of them are mentioned through the following points:

Similarities between the current study and previous studies:

- The questionnaire is relied upon as the main tool for data collection.
- Both previous studies and the current study were conducted on a group of administrators, staff and staff.
- The descriptive analytical approach was relied upon.
- The current study agreed with previous studies in relying on field application in the study

Differences between the current study and previous studies:

- The current study differs from the previous study in terms of the application of the field study, some of which were applied to economic institutions and administrative institutions, and in the current study they were applied in sports organizations;
- Different places, time, conditions and work environment.

### **5. RESEARCH METHODOLOGY AND FIELD PROCEDURES**

#### **5.1 The exploratory study**

We must penetrate into the practical medium of the imam with the basic aspects of the study, and this is only done through the exploratory study on the study community and the research sample, where in the first step we visited the sports institution under study, and we conducted a free interview with the institution's frames in order to obtain some information and data, where we distributed a preliminary questionnaire to a group of eight employees in order to identify the shortcomings and gaps of the questionnaire before distributing the final. After our contact with the staff and a discussion with them to identify the clarity of the questions in general and their suitability to the subject of the study, the paragraphs of the questionnaire were identified and reformulated accurately and knowledge of the conditions of field achievement, which have a close and direct link to the variables of the study and the place of study, and the research tool in order to distribute the questionnaire in the institution.



## 5.2 Study methodology

The study methodology shows the method used by the researcher in his study of a particular phenomenon in order to reach general results, and the method that will be used in this study is the descriptive analytical approach, considering that the latter is not limited to collecting information and facts, but goes beyond it to find solutions to the problem in question.

## 5.3 Time domain

This research was initiated in January, the questionnaire began to be prepared in February, and the distribution of the tool was in March, and we began to analyze and sort the results immediately afterwards, so that the work was produced at the beginning of May 2023.

## 5.4 Spatial domain

The spatial sphere is represented in the Directorate of Youth and Sports of the wilaya of Tebessa.

## 5.5 Study population and sample

The community of the applied study consists of a sample of those in charge of managing the institution of the Directorate of Youth and Sports for the state of Tebessa from the heads and subordinates of various interests, where their number reached (75) framework and worker in the institution and we took a sample of 25 workers where the questionnaires were distributed in accordance with the size of the sample of the study population and the number of questionnaires distributed and not retrieved or excluded can be clarified through the following table.

TABLE 1. QUESTIONNAIRE CIRCULATION IN THE DIRECTORATE OF YOUTH AND SPORTS OF THE WILAYA OF TEBESSA

The study sample					Study community
Percentage of questionnaires subject to statistical analysis	Forms subject to statistical analysis	Excluded forms	Returned forms	Distributed forms	
%100	25	0	25	25	Employees of the Directorate of Youth and Sports Foundation for the state of Tebessa

Source: Prepared by the researcher based on the results obtained from the distribution of the questionnaire

It is noted from Table 1 that 25 questionnaires were distributed, where they were retrieved in full, i.e., corresponding to 100%, which is an acceptable percentage for the purposes of scientific research, as the jobs of the employees in the Directorate of Youth and Sports of the wilaya of Tebessa varied according to their administrative levels and their distribution according to the positions specified by the organizational structure of the sports institution.

### 5.6 Questionnaire form

The questionnaire form is one of the basic tools for data collection, as it is a set of questions formulated in a special way aimed primarily at obtaining information that the researcher deems necessary to achieve the purposes of his study, and it included two basic parts, and the following is a description of them:

- Part I: includes demographic variables represented in gender, experience, leadership management positions.
- The second part: includes a questionnaire through which several questions were asked, which are estimated at 18 phrases that were divided into two main axes that reflect the basic issues addressed by the study, and Table (02) shows the variables of the study and the paragraphs that measure each variable.

Based on the above, a set of (25) forms were distributed to the cadres and workers of the sports institution at various administrative and functional levels, so that the method of answering was clarified to the employees accurately and objectively.

**TABLE 2. DISTRIBUTION OF THE QUESTIONNAIRE FORM ON THE STUDY AXES**

Study themes	Number of questions (paragraphs)
The first axis: the contribution of knowledge management to improving performance	07
The second axis is the contribution of knowledge management to the decision-making process	11
total summation	18

Source: Prepared by the researcher based on the questionnaire

### 5.7 The interview

The interview represents a verbal interaction between two people in a confrontational situation, where the researcher is consulted about his opinions and beliefs towards a specific problem or inquiry, and a set of free interviews have been conducted with a selection of sports institution frames and some questions were asked to them.

#### The authenticity of the study tool

This means ensuring that the questionnaire form that has been prepared will measure what was prepared to measure or include all the elements that must be included in the analysis on the one hand and the clarity of its paragraphs on the other hand, and the sincerity of the study tool has been confirmed by presenting it to arbitrators from specialized professors.

Also, before the questionnaire list was presented in its final form, it went through several stages to test its validity and stability in order to implement the study, in order to verify the sincerity of the tool in the sense of ensuring that it is suitable for measurement, as we relied on the apparent honesty of a number of

arbitrators, professors and those with experience and specialization, and they were provided with the objectives of the research to ensure their truthfulness and achievement for the purposes and objectives of the research, and they expressed their opinions and suggestions, on the basis of which the list was modified, and then settled on its final position, which was distributed to the sample.

### Stability of the study tool

A number of 25 questionnaire forms were distributed to the study sample to ensure their stability according to Cronbach's alpha coefficient for the internal consistency of the dependent and independent study variables, and the results were as shown in the following table:

### Questionnaire stability coefficient test

The stability of the questionnaire can be verified by calculating the Cronbach alpha coefficient, whose value ranges between 0 and 1, and the results are shown in Table 3.

TABLE 3. RESULTS OF THE STABILITY COEFFICIENT TEST (CRONBACH'S ALPHA)

Stability coefficient	
Cronach's alpha coefficient	Number of items
0.905	18

Source: Prepared by the researcher with the help of the outputs of the social statistical program

It is clear from the table 3 that the value of Cronbach alpha was estimated at 0.905, which is greater than 0.6, and thus achieves the stability of the questionnaire.

### Test for the availability of the normal distribution property of the data

The Kolmogorov-Smirnov Test was relied upon to ensure the availability of the normal distribution property in the study data, and the results are shown in the following table.

TABLE 4. NORMAL DISTRIBUTION TEST RESULTS

Interlocutor	Number of views	The result	
The first axis	25	0.927	follows a normal distribution
The second axis	25	0.977	follows a normal distribution

Source: Prepared by the researcher using the outputs of the social statistical program

Since the significance of both axes is greater than 0.05, the data follow the normal distribution. Since both the normal distribution property and the stability of the questionnaire are achieved, it is now possible to pass to the stage of statistical analysis of the data of this questionnaire.

### Statistical methods used to collect data

To achieve the objectives of the study and to analyze the data will rely on statistical methods through which the variables are described and the quality of the relationship between them is determined, starting with collecting and coding distributed data and then entering data by computer using the social statistical package program "Spss" in its twentieth version, where it included the treatment of the following statistical methods:

**Frequencies and percentages:** which were used to describe the characteristics of the study population, and to determine the response to the study.

**Cronbach's alpha coefficient:** was used to determine the stability coefficient of a study instrument, expressed by the following equation:

$$a = \frac{n}{n - 1} \left( 1 - \frac{\sum vi}{vt} \right)$$

Where:

a: represents Cronbach alpha;

n: represents the number of questions;

Vt: represents the variance in the sum of the axes of the form;

vi: represents the variance of the axis's questions.

**Normal distribution test:** I use to find out the type of data whether it follows the normal distribution or not, because performing some statistical tests requires that the data distribution follows the normal distribution.

**Pearson's correlation coefficient:** it is used to determine the extent to which the study variables are related to each other, and was calculated from the SPSS program, and is expressed by the following relationship:

$$\left( \frac{y - \bar{y}}{Sy} \right) \sum \left( \frac{x - \bar{X}}{Sx} \right) r = \frac{1}{n}$$

Where:

n: views;

xi: values the first variable;

Yi: values the second variable;

sx: is the standard deviation of the first variable;

Sy: is the standard deviation of the second variable.

## 6. PRESENTATION AND ANALYSIS OF STUDY DATA

After studying and analyzing the questionnaire and analyzing the data and data, the results must be identified, presented and analyzed in order to reach the objectives of the study.

### 6.1 Analysis of the personal and functional data of the study sample

Through the questions placed in the first part of the questionnaire, the characteristics of the members of the studied sample (gender, experience, leadership administrative positions) were identified for the

institution of the Directorate of Youth and Sports of the wilaya of Tebessa. Gender: both tables show the number and ratio of males and females in the studied sample.

**TABLE 5. NUMBER OF MALES AND FEMALES IN THE SAMPLE**

Gender	Repetition	Percentages
Male	15	60
Female	10	40
Total	25	100

Source: Prepared by the researcher based on the results of the questionnaire

We can see from the above table that the members of the studied sample for males reached 60% while the percentage of the studied sample for females was 40%.

**TABLE 6. DISTRIBUTION OF THE YEARS OF EXPERIENCE FOR THE SAMPLE MEMBERS**

Experience	Repetition	Percentages
Less than 10 years old	11	44
From 10 to 20 years	9	36
From 21 to 30 years old	2	8
From 30 years and over	3	12
Total	25	100

Source: Prepared by the researcher based on the results of the questionnaire

We note from the above table that the human experience predominant in the institution is the group that has less than 10 years of experience with 44 percent of the sample size, while the category from 10 to 20 years constituted 36 percent, then 12 percent for the group over 30 years, followed by 8 percent representing the category from 21 to 30 years of experience. Position: The members of the sample are distributed in terms of position as follows:

**TABLE 7. POSITION FOR SAMPLE MEMBERS**

Leadership administrative positions	Repetition	Percentages
Yes	11	44
No	14	56
Total	50	100

Source: Prepared by the researcher based on the results of the questionnaire

From the above table, the category of employees who did not assume leadership management positions is the largest category of the study sample, accounting for 56 percent, followed by the percentage of employees who assumed leadership administrative positions by 44 percent.

## 7. PRESENTATION AND ANALYSIS OF THE RESULTS OF THE STUDY

Through the analysis of the second part of the questionnaire, which contains two axes We can identify the role of knowledge management in improving the internal work environment of sports institutions - a case study of the institution of the Directorate of Youth and Sports of the wilaya of Tebessa Finally, the discussion of the results of the study, this is what will be addressed:

- Analysis of the results of the knowledge management contribution to improving performance.

- Analysis of the results of the knowledge management contribution pillar to the decision-making process.

### 7.1 Analysis of the results of the axis the contribution of knowledge management to improving performance

The following table shows the distribution of individuals' answers towards the first axis, which is the contribution of knowledge management to improving performance in the institution of the Directorate of Youth and Sports of the wilaya of Tebessa, as well as the relative distribution of their answers, arithmetic mean and standard deviation.

**TABLE 8. RESPONDENTS' ANSWERS TO THE CONTRIBUTION OF KNOWLEDGE MANAGEMENT TO IMPROVING PERFORMANCE IN THE SPORTS INSTITUTION**

Phrase number	Strongly Agree	Acceptable	Neutral	Not agree	Strongly Disagree	SMA	Standard deviation	Indication
The contribution of knowledge management to improving performance						18.0800	2.53180	elevated
1	0	23	2	0	0	2.9200	0.27689	Average
	0	92	8	0	0			
2	0	10	15	0	0	2.4000	0.50000	elevated
	0	40	60	0	0			
3	0	15	8	2	0	2.5200	0.65320	elevated
	0	60	32	8	0			
4	0	13	12	0	0	2.5200	0.50990	elevated
	0	52	48	0	0			
5	0	20	3	2	0	2.7200	0.61373	elevated
	0	80	12	8	0			
6	0	12	10	3	0	2.3600	0.70000	elevated
	0	48	40	12	0			
7	0	18	5	2	0	2.6400	0.63770	elevated
	0	72	20	08	0			
Total						2.58285	0.36168	Average

Source: Prepared by the researcher based on the outputs of the social statistical program

This theme includes 7 statements that measure in their entirety the trends of the study sample to improve the performance of the Youth and Sports Directorate of the wilaya of Tebessa.

Statement No. (1): "The sports institution holds periodic meetings of workers to generate new ideas related to the activity of the institution", where the arithmetic mean of this phrase (2.92) and the standard deviation of its value (0.27) and ranked first with the average degree of this percentage average.

Statement No. (2): "The sports institution issues bulletins and periodicals related to the activity of the institution", where the arithmetic mean of this phrase was (2.40) and the standard deviation was (0.50) and ranked sixth with a high degree of this percentage is good.

Statement No. (3): "There is ease and ease in retrieving stored information and knowledge", where the arithmetic mean of this phrase (2.52) and the standard deviation of (0.65) and ranked fourth with a high degree, which is a good percentage.

Statement No. (4): "The sports institution has the necessary means to protect its knowledge and stored data", where the arithmetic mean of this phrase (2.52) and the standard deviation of (0.50) and ranked fourth with a high degree, which is a good percentage.

Statement No. (5): "The sports institution holds periodic meetings and sessions to exchange ideas and knowledge", where the arithmetic mean of this phrase was (2.72) and the standard deviation was (0.61) and ranked second with a high degree, which is a good percentage.

Statement No. (6): "The knowledge gained contributes to improving your performance at work", where the arithmetic mean of this phrase (2.36) and the standard deviation of its value (0.70) and ranked seventh with a high degree, which is a good percentage.

Statement No. (7): "The institution has the necessary capabilities to apply the knowledge gained", where the arithmetic mean of this phrase (2.64) and the standard deviation of (0.63) and ranked third with a high degree, which is a good percentage.

## **7.2 Analysis of the results of the axis of the contribution of knowledge management to the decision-making process in the institution of the Directorate of Youth and Sports of the wilaya of Tebessa**

The following table (Table 9) shows the distribution of the answers of the members of the study sample for the axis of the contribution of knowledge management in the decision-making process, as it included the relative distribution, arithmetic mean and standard deviation of their answers.

This theme includes 11 phrases that measure, in total, the trends of the study sample and the contribution of knowledge management to the decision-making process of the Directorate of Youth and Sports of the wilaya of Tebessa.

Statement No. (1): "The sports institution encourages initiatives and innovations and adopts them", where the arithmetic mean of this phrase (2.92) and the standard deviation of its value (0.27) and ranked first with the average degree of this percentage average.

Statement No. (2): "Knowledge management systems are capable of bringing about change in the direction of decisions", where the arithmetic mean of this phrase was (2.56) and the standard deviation was (0.65) and ranked eighth with a high degree This percentage is good.

Statement No. (3): "The sports institution holds internal training courses conducted by experienced and competent individuals", where the arithmetic mean of this phrase (2.80) and the standard deviation of (0.40) and ranked second with a high degree, which is a good percentage.

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Statement No. (4): "Workers within the sports institution exchange ideas and knowledge among themselves", where the arithmetic mean of this phrase (2.20) and the standard deviation of (0.70) and ranked 11th with a high degree, which is a good percentage.

**TABLE 9. RESPONDENTS' RESPONSES TO THE CONTRIBUTION OF KNOWLEDGE MANAGEMENT TO THE DECISION-MAKING PROCESS IN THE YOUTH AND SPORTS DIRECTORATE OF THE WILAYA OF TEBESSA**

Phrase number	Strongly Agree	Acceptable	Neutral	Not agree	Strongly Disagree	SMA	Standard deviation	Indication
1	0	23	2	0	0	2.9200	0.27689	Average
	0	92	8	0	0			
2	0	16	7	2	0	2.5600	0.65064	elevated
	0	64	28	8	0			
3	0	20	5	0	0	2.8000	0.40825	elevated
	0	80	20	0	0			
4	0	9	12	4	0	2.2000	0.70711	elevated
	0	36	48	16	0			
5	0	15	10	0	0	2.6000	0.50000	elevated
	0	60	40	0	0			
6	0	18	5	2	0	2.6400	0.63770	elevated
	0	72	20	8	0			
7	0	17	8	0	0	2.6800	0.47610	elevated
	0	68	32	0	0			
8	0	20	3	2	0	2.7200	0.61373	elevated
	0	80	12	8	0			
9	0	14	9	2	0	2.4800	0.65320	elevated
	0	56	36	8	0			
10	0	18	5	2	0	2.6400	0.63770	elevated
	0	72	20	8	0			
11	0	11	10	4	0	2.2800	0.73711	elevated
	0	44	40	16	0			
Total						2.59272	0.40750	elevated

Source: Prepared by the researcher according to the results of the social statistical analysis program

Statement No. (5): "Workers benefit periodically from training and educational courses", where the arithmetic mean of this phrase (2.60) and the standard deviation of (0.50) and ranked seventh with a high degree, which is a good percentage.

Statement No. (6): "Statistical reports contribute to the decision-making process", where the arithmetic mean of this phrase (2.64) and the standard deviation of its value (0.63) and ranked fifth with a high degree, which is a good percentage.

Statement No. (7): "The administration can re-examine its decisions in building modern and advanced systems", where the arithmetic mean of this phrase (2.68) and the standard deviation of its value (0.47) and ranked fourth with a high degree, which is a good percentage.

Statement No. (8): "The decisions taken allow the application of what has been gained from training and educational courses", where the arithmetic mean of this phrase was (2.72) and the standard deviation was (0.61) and ranked third with a high degree, which is a good percentage.



Statement No. (9): "The information system technology used in the organization gives high efficiency in classifying, retrieving and updating the data and information it needs at work", where the arithmetic mean of this phrase was (2.48) and the standard deviation was (0.65), where the phrase ranked ninth with a high degree, which is a good percentage.

Statement No. (10): "The sports institution uses experts and consultants from outside the institution to transfer their expertise and knowledge to workers", where the arithmetic mean of this phrase was (2.64) and the standard deviation was (0.63), where the phrase ranked fifth with a high degree, which is a good percentage.

Statement No. (11): "The sports institution has a library with documents and books that are related to the activity of the institution", where the arithmetic mean of this phrase (2.28) and the standard deviation of its value (0.73), where the phrase ranked 10 with a high degree, which is a good percentage.

### 8. TESTING THE HYPOTHESES OF THE STUDY

The Pearson correlation coefficient and its statistical significance, as well as the determination coefficient, are used to test the hypotheses of the study related to the existence of a statistically significant relationship between knowledge management and improving the work environment from the point of view of the study sample members in the Directorate of Youth and Sports Foundation of the wilaya of Tebessa, and in this case a set of hypotheses will be tested. We have three hypotheses and the results can be illustrated by the following table:

**TABLE 10. PEARSON'S CORRELATION COEFFICIENT BETWEEN THE TWO AXES THE CONTRIBUTION OF KNOWLEDGE MANAGEMENT IN IMPROVING PERFORMANCE AND THE CONTRIBUTION OF KNOWLEDGE MANAGEMENT TO THE DECISION-MAKING PROCESS**

Dependent variable / Independent variable	Pearson correlation coefficient	Probability value (sig)	The coefficient of determination R <sup>2</sup>
The contribution of knowledge management to improving performance	0.927	0.000	0.859
The contribution of knowledge management to the decision-making process	0.977	0.000	0.955

Source: Prepared by the researcher based on the outputs of the social statistical program

**TABLE 11. DIFFERENCES BETWEEN THE ARITHMETIC MEAN OF THE RESPONDENTS' ANSWERS TO THE TOTAL STATEMENTS OF THE FIRST AXIS OF THE QUESTIONNAIRE AND THE HYPOTHETICAL MEAN (M=3)**

Test value=3							
The first axis: The contribution of knowledge management to improving performance	Sample volume	SMA	Ecart type standard deviation	Mean difference The difference between the arithmetic mean and (μ = 3)	T calculated	SIG	The decision
	25	46.6000	43.60000	43.60000	32.408	0.000	cursor

Tabular T value: T<sub>tab</sub> = 1.711 at the level of significance 0.05 and degree of freedom DF = 24

Source: Prepared by the researcher based on the outputs of the social statistical program

Through the previous table, it is clear that there is a relationship between the dependent axis of the independent variable represented in knowledge management and the dependent axis of improving the work environment, which can be clarified through sub-hypotheses.

#### **The first sub-hypothesis**

There is a statistically significant relationship between knowledge management and performance improvement by improving the quality of services provided and improving the employees of the Youth and Sports Directorate of the wilaya of Tebessa.

Where the results in Table 10 indicate that the correlation coefficient between knowledge management and performance improvement in the institution of the Directorate of Youth and Sports for the state of Tebessa is equal to (0.927), and the probability value (sig) is equal to (0.000), which is less than the significance level (0.05), and the results of the coefficient of determination came to confirm this as it indicated that (0.859) of the changes that occur in improving performance is due to knowledge management, thus confirming the validity of the first hypothesis that there is a statistically significant relationship between Knowledge management and performance improvement by improving the quality of services provided and improving the employees of the Directorate of Youth and Sports of the wilaya of Tebessa.

#### **The second sub-hypothesis**

There is a statistically significant relationship between knowledge management and decision-making through the speed of obtaining accurate data and the validity of information in the institution of the Directorate of Youth and Sports of the wilaya of Tebessa.

Where the results in Table 10 indicate that the correlation coefficient between knowledge management and the decision-making process is equal to (0.977), and the probability value (sig) is equal to (0.000), which is less than the significance level (0.05), and the results of the coefficient of determination came to confirm this as it indicated that (0.955) of the changes that occur in the decision-making process is due to knowledge management, thus confirming the validity of the second hypothesis that there is a statistically significant relationship between knowledge management and the decision-making process. Through the speed of obtaining accurate data and the validity of information in the institution of the Directorate of Youth and Sports of the wilaya of Tebessa.

#### **The third sub-hypothesis**

Null hypothesis (H0): There is a statistically significant relationship between knowledge management and the internal work environment by improving the level of performance in the institution of the Directorate of Youth and Sports of the wilaya of Tebessa Alternative hypothesis (H1): There is a statistically significant relationship between knowledge management and the internal work environment by improving the level of performance in the institution of the Directorate of Youth and Sports of the wilaya of Tebessa.

To verify the validity of the hypothesis, the "T-TEST" test was used in the case of one sample (Sample t-test one) and this test is useful in revealing whether there is a significant difference (statistically significant) between the arithmetic mean of the respondents' answers to the total statements of the first axis of the questionnaire and the hypothetical mean that equals 3.

Where we relied on the significance level = 0.05, which is the most common and used. DF degree of freedom = sample number -1=25-1=24. Tabular T-value at significance level 0.05 and freedom score 24 the tabular value of T is  $T_{tab}=1.711$ .

We compare the value of the significance level (sig) calculated using the spss program with the significance level adopted by us 0.05. If the value of the false probability (P-value or Sig) is less than or equal to the significance level of 0.05, we reject  $H_0$  and accept  $H_1$  (There is a statistically significant relationship between knowledge management and the internal work environment by improving the level of performance in the institution of the Directorate of Youth and Sports of the wilaya of Tebessa).

The results in Table 11 indicate that the arithmetic mean of the responses of the sample members on the total statements of the first axis related to the contribution of knowledge management in improving performance amounted to (46.6000) and a standard deviation of (43.6000), which is greater than the hypothetical arithmetic mean, and the difference between them is positive (43.6000), i.e.  $H_1$ , and the results of the sample answers are statistically D, as the calculated T value  $T_{cal}=32.408$  is greater than the tabular T value  $T_{tab}=1.711$ , and the value of the error probability  $sig=0.000$  is less than the significance level 0.05.

Therefore, we reject the null hypothesis and accept the alternative hypothesis. There is a statistically significant relationship between knowledge management and the internal work environment by improving the level of performance in the institution of the Directorate of Youth and Sports of the wilaya of Tebessa. In summary, the basic data, which represent the responses of the sample members in the questionnaire, were presented at the level of the axis of knowledge management's contribution to improving performance, the axis of knowledge management's contribution to the decision-making process and clarifying the results reached.

## 9. CONCLUSION

From the above and through the current study and the results reached, we conclude that electronic management has a very important role in developing the internal work environment, as an integrated administrative and technical system that is no longer an option that can be accepted or rejected, but has become an imperative that institutions should desire to survive, adopt and exploit to the fullest, knowledge management affects and is affected by all the elements surrounding it, and to apply it, we take into

account several requirements within the work environment in creating the necessary and appropriate work environment, so managing Knowledge, in turn, improves the performance and development of employees, and facilitates the process for them to make decisions related to their work to reach the highest ranks and in turn sports institutions achieve their goals.

**First: Hypothesis Test Results**

The results of testing the hypotheses presented in the study were as follows:

**For the first sub-hypothesis:**

Knowledge management contributes to improving the performance process by improving the quality of services provided and improving the performance of employees. A valid hypothesis as it was proven by Pearson's correlation coefficient, where the value of the correlation coefficient was  $0.927R =$  which is statistically significant.

**As for the second hypothesis:**

Knowledge management contributes to improving the decision-making process through the speed of obtaining accurate data and the validity of information. A valid hypothesis as it was proven by the correlation coefficient between knowledge management and the decision-making process through the speed of obtaining accurate data and the validity of information in the sports institution, where  $0.977R =$  which is a statistically significant correlation.

**As for the third hypothesis:**

The importance of knowledge management in the internal work environment is represented by improving the level of performance of the organization. It is an incorrect hypothesis, as its negation has been proven by the T-Test, as the calculated T-value  $T_{cal}=32.408$  is greater than the tabular T-value  $T_{tab}=1.711$  and the error probability value  $sig=0.000$  is less than the significance level  $0.05$ .

**Second: The results of the study**

Through the above, we find that the members of the study sample unanimously agreed on:

- The interest in knowledge management has become an urgent necessity to keep pace with the rapid development in various sciences, which is the permanent and specific source that works to achieve the internal work environment, successful and effective in sports institutions.
- Knowledge management represents a modern scientific field, especially its applied aspect, as it works to provide extensive capabilities for institutions and sports organizations in excellence, excellence, leadership, innovation and creativity, which reflects the effective role of knowledge management in achieving a successful and effective change in the internal work environment.
- The knowledge management approach is of particular importance in all sports institutions and in all sectors as it is one of the modern evolutionary incomes that achieve the required effectiveness at all levels of activity in the institution sports.

- Knowledge management is one of the modern ideas with an important and effective impact on the success of the organization sports.
- Knowledge management leads to creativity, innovation, introducing new things and increasing cultural awareness among employees through training, learning and dialogue.
- Knowledge management contributes significantly and effectively to improving the performance of the organization.
- The extent to which statistical reports contribute to decision-making.
- The remarkable and constructive contribution of knowledge management to the integration of information and quick and timely decision-making regarding the organization.
- While the results of hypothesis testing confirmed that knowledge management and improving performance by improving the quality of services provided and improving employees.
- Knowledge management also affects the decision-making process through the speed of obtaining accurate data and the validity of information; while proving a strong and good relationship between knowledge management and the internal work environment by improving the level of performance.

### Third: Study Proposals

In light of the previous findings of this study, some of the following proposals can be made:

- The need to provide the appropriate infrastructure for the application of knowledge management in administrative, human, technical and financial journals.
- Spreading awareness among employees of the concept and advantages of knowledge management compared to traditional management and explaining its role in improving the performance of the institution sports.
- The need to see the experiences of successful sports institutions in the application of knowledge management and try to extract strengths from them and know how to benefit from them.
- Keep abreast of developments in the field of knowledge management, whether in terms of appropriate hardware, equipment or software, and make them accessible to all employees.
- The need for sports institutions to pay attention to performance and work to improve it continuously through continuous evaluation of the activities and services of institutions and the performance of employees.
- Attracting distinguished human competencies in the field of knowledge management, in order to improve the internal work environment by benefiting from their expertise and keeping pace with various developments.
- Using knowledge management systems and methods to increase the efficiency of operations, eliminate routine work, and reduce the cost and time of performing work.

- The need to adopt knowledge management as an entry point for development and improvement of performance.
- Attention to the acquisition and generation of knowledge, the development of methods of storing it, the expansion of the sharing process by providing the appropriate environment, and building an organizational culture that adopts knowledge management as a methodology.
- The need to apply knowledge management processes in all activities of business organizations and to keep pace with scientific and technological developments.
- The need to establish a streamlined and flexible organizational structure in line with supervision and guidance processes.
- The need to pay attention to scientific seminars and conferences and to encourage targeted research and studies that promote knowledge management.
- Increasing interest in the field of positive knowledge management by management and employees because interest in the field of knowledge of the institution contributes to achieving the desired organizational change.
- The need to keep pace with technology through modernization in automation.
- Conduct more in-depth qualitative research on knowledge management and organizational change in the organization.

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