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Organizational Knowledge Management and Its Relationship to Organizational Sustainability (A Study on a Sample of Workers at the Electricity and Gas Distribution Company in the Municipality of Aflou)

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Abstract:

This study sought to identify the relationship between organizational knowledge management and organizational sustainability, as well as the differences in the level of organizational knowledge management according to the variable of professional experience among a sample of workers at the Electricity and Gas Distribution Company in the municipality of Aflou. To test its hypotheses, the researchers adopted the descriptive-correlational method and used a questionnaire distributed to (80) workers selected through stratified random sampling. The study concluded that there is a statistically significant correlation between organizational knowledge management and organizational sustainability, and that there are no statistically significant differences in the level of organizational knowledge management attributable to professional experience among the study sample.

Keywords: organizational knowledge management ; organizational sustainability; workers ; Sonelgaz ;

Introduction:

In light of the increasing intensity of crises and pressures faced by institutions, organizational knowledge management emerges as a strategic intangible resource reflected in knowledge, experience, skills, and performance-supporting systems. It can demonstrate an organization's ability to remain resilient, adapt to change, absorb shocks, learn from past experiences, and reshape its internal strategies in alignment with external environmental requirements. Thus, it serves as an important indicator of flexibility and the achievement of organizational sustainability.

Study Problem:

The features of the current era are defined by the ability of its members to use knowledge and intellectual assets and to employ them effectively, as they represent the driving force of the present and the guarantee for survival and development. The success of organizations depends on their ability to respond effectively to these challenges. Among their responsibilities are generating and innovating knowledge, disseminating it, fostering creativity, and empowering their members in the present and future. This means that organizations require knowledge at a high level, as human resources form the basis of scientific and technological progress, past and present, especially in the era of knowledge and informatics that focuses on investing in human resources and recognizing them as a source of excellence, success, and a fundamental organizational asset. High intellectual capabilities have become among the most important factors of superiority in the global knowledge-based economy, where they represent one of the most valuable forms of capital that ensure organizational dynamism (Ahmad, 2023, p.17). According to Metwally (2010, p.3): "Knowledge does not exist in a few minds but resides in the minds of many, and it tends to spread."

Knowledge sharing and exchange play a crucial role in improving the effectiveness of administrative decision-making within organizations, as they provide a solid basis for sound strategic decisions, contributing to organizational sustainability and increasing effectiveness. Knowledge sharing also facilitates internal and external communication and enhances transparency and credibility. In a rapidly changing and complex environment, the quality of knowledge becomes an essential component for achieving organizational sustainability through its ability to prevent crises, address their causes, and use resources efficiently to ensure continuity of operations (Al-Sleifati & Al-Kawashi, 2024, pp. 48–49).

The pressures of globalization, modern changes in the business environment, and the many failures of global organizations have made it necessary to search for new and innovative approaches to address these challenges (Wales, 2013, p.39).

Knowledge has become one of the most credible solutions for confronting threats faced by institutions. Their survival and continuity are measured by how well they invest in their knowledge assets and utilize them to strengthen and enhance their sustainability. Investing in knowledge within the organization is achieved through positive interactions among its members; it forms an ideological relational fabric linking employee and management behaviors, and serves as a decisive driver of change and a creator of a culture of responsibility within the organization (Jahloul & Wamidh, 2024, p.52).

Low levels of attention to developing knowledge and organizational capabilities may lead to weak systems thinking and inadequate restructuring of organizational strategies to keep pace with increasing environmental changes. Martinez & Rodriguez (2013, p.267) emphasize that sustainability is a proactive approach that emerged as a response to changes occurring in our environment. This is supported by Bent Hussein (2023), who states: “Organizations must operate safely in the long term, and to achieve that, they need competent leadership, a specialized human resource base, and a culture built on sustainability.”

The growing interest of researchers in psychology and organizational behavior has increasingly shifted toward cognitive studies and the focus on intangible assets within organizations, considered among the most modern managerial orientations. These assets allow for the integration of experience, perception, skill, values, and information, in addition to intuition, imagination, memory, and thinking.

Since Sonelgaz plays a prominent and decisive role in sustainability by helping communities progress, develop, and achieve a sustainable future, it is considered a knowledge-based institution. It therefore requires effective management of its knowledge assets to fulfill its mission, particularly through investing in sustainable technologies and practices and fostering innovation (Jahloul & Wamidh, 2024, p. 51).

Sonelgaz is a strategic, sovereign institution that seeks to be among the best performers in its field. It works continuously to expand and develop its internal and external networks and infrastructures, meet all connection and supply demands, modernize its systems using advanced technologies in preparation for the future, and secure its structures and infrastructure to confront the increasing demand for various types of energy.

In today’s highly competitive environment, the institution must look toward more strategic roles in its field and activate tools that enable it to assume these roles such as documenting its accumulated knowledge to achieve its objectives. Employee turnover, resignations, death, or the organization’s forgetting of past work routines negatively affect its performance and decision-making. Therefore,

the institution needs to empower its workers by ensuring easy access to stored knowledge, enabling its retrieval and use in solving complex problems. This is especially important given the unique nature of knowledge as a resource that neither accumulates in a traditional sense nor diminishes through use.

The present research aims to bridge the knowledge gap by examining the relationship between organizational knowledge management and organizational sustainability, through its ability to provide real indicators of employees' skills and experiences at Sonelgaz and enhance their capacity to confront challenges by relying on innovative ideas and tools and providing information that contributes to shaping the organization's sustainability-oriented vision.

Despite the importance of this topic which has become one of the fundamental axes for measuring organizational effectiveness and quality the local literature still suffers from a scarcity of studies in this field, particularly within the local context. This has motivated the present research to explore the relationship between organizational knowledge management and organizational sustainability among workers at the Electricity and Gas Distribution Company in the municipality of Aflou.

This raises the following research question:

Is there a statistically significant correlation between organizational knowledge management and organizational sustainability among workers at the Electricity and Gas Distribution Company in the municipality of Aflou?

Research Hypotheses:

Based on the research problem and its questions, the researchers formulated the following hypotheses:

- 1) There is no statistically significant correlation between organizational knowledge management and organizational sustainability among workers at the Electricity and Gas Distribution Company in the municipality of Aflou.
- 2) There are no statistically significant differences in the level of organizational knowledge management among workers at the Electricity and Gas Distribution Company in the municipality of Aflou attributable to professional experience.

Study Objectives:

1. To identify the relationship between organizational knowledge management and organizational sustainability among workers at the Electricity and Gas Distribution Company in the municipality of Aflou.
2. To determine the differences in the level of organizational knowledge management according to professional experience among workers at the Electricity and Gas Distribution Company in the municipality of Aflou.

3. To provide results that can be utilized in developing organizational sustainability strategies within Sonelgaz by enhancing and employing the dimensions of organizational knowledge management.
4. To uncover the tacit knowledge of human competencies at Sonelgaz and convert it into resources and capabilities that enable the institution to achieve success, excellence, and adaptability to environmental changes.
5. To offer a forward-looking perspective for Sonelgaz that supports the enhancement of service quality and strengthens its leadership role and market position locally and regionally.

Study Importance:

The importance of this study seems from the following:

1. Contributing to enriching the literature related to the concepts of organizational knowledge management and organizational sustainability an area that has not yet received sufficient attention in local research.
2. Raising awareness among decision-makers within Sonelgaz about the importance of investing in participatory knowledge, collaborative work, and organizational learning to build a flexible learning environment capable of withstanding change.
3. Contributing to presenting an intellectual framework related to the research variables.

Operational Definitions:

Organizational Knowledge Management:

It refers to developing tools and mechanisms that support knowledge development for the benefit of the organization, based on both stored tacit knowledge in individuals' minds and explicit knowledge that can be transformed into new knowledge, invested in, managed, and preserved to achieve organizational goals (Chatzkel, 2002, p.33).

Operationally, it is defined as the score obtained by the study sample on the instrument used to measure it.

Organizational Sustainability:

It refers to all activities that help ensure the continuity of the human element by preserving the environment, promoting public health, and eliminating anything that threatens social, economic, or technological well-being.

Operationally, it is defined as: the score obtained by the study sample on the instrument prepared to achieve the objectives of this study.

THE FIRST TOPIC :The Study Concepts :

First requirement: Organizational Knowledge Management :

Organizational knowledge management is defined as: "A set of mental capacities that include knowledge, skills, experience, and values that can be

employed and invested to improve organizational processes and enhance the level of innovation in a way that enables the organization to build effective relationships with all stakeholders.” (Al-Anzi & Saleh, 2009, p. 171)

It is also referred to as: “A collection of ideas, inventions, general knowledge, computer programs, designs, databases, creativity, and applications within the organization and more simply, any cognitive thought that can be transformed into profit.” (Abdulsattar et al., 2013, p. 74)

According to Al-Anzi & Ne'ma (2001, p. 33), it is: “The mental ability to generate new and appropriate ideas that are feasible, of high quality, and capable of integrating various components to achieve the desired objectives.”

First section: Dimensions of Organizational Knowledge Management :

- **Organizational Learning :** In an organizational context, learning means the continuous acquisition of experiences and their transformation into knowledge, making this knowledge accessible to all members of the organization. It is defined as: “The organization’s ability to generate, acquire, and share knowledge through various organizational practices aimed at improving performance, with a focus on teamwork, employee training, and strategic planning.” (Al-Khoury et al., 2015, p. 68)
- **Organizational Memory :** Koual & Boufatima (2023) defined organizational memory as: “The dynamic knowledge repository in which knowledge, information, experiences, facts, practices, and rules are stored for future use, contributing to the survival and continuity of the organization and helping to strengthen its personality and identity.”
- **Information Technology** This dimension represents the technical systems that store the organization’s knowledge accumulated through collective learning over long periods. It involves coordinating and integrating various technologies within the organization, such as production information control systems, information technology, the Internet, intranet, and reengineering processes (Al-Faouri, 2015, p. 45).

second requirement: Organizational Sustainability:

The concept of organizational sustainability has received wide attention in management sciences, environmental sciences, and corporate social responsibility. Scholars from multiple disciplines have contributed to developing this multidimensional concept, which includes the ability to adapt, endure, flourish, and make positive contributions to society and the environment (Giesenbauer & Müller-Christ, 2020, p. 4).

Bestman et al. (2022, p. 522) explain that organizational sustainability requires organizations to contribute to human development in a fair and safe manner by

achieving economic, social, and environmental benefits simultaneously, while maintaining consistent operational patterns for long-term survival.

The modern sustainability perspective emphasizes increased enrichment, growth, and flexible transformation to enhance individual and organizational well-being and achieve new outcomes (Di Fabio, 2017, p. 3).

First section: Dimensions of Organizational Sustainability

- **Environmental Dimension:** This dimension focuses on meeting current resource and service needs without harming the ecosystem, supporting biodiversity, reducing environmental risks, and seeking balance between human development and ecosystem preservation (Chaudhary & Chaudhary, 2023, p. 6). It also involves a commitment to the efficient use of natural resources to maintain environmental safety (Florez-Jimenez et al., 2024, p. 5).
- **Technological Dimension:** According to Wang et al. (2021, p. 304), digital technologies are among the main tools created by humanity and play a significant role in promoting sustainable development, Horak et al. (2018, p. 533) consider it one of the most important sustainability dimensions, as technological challenges drive organizational sustainability and provide key means to achieving sustainable productivity without harming the environment, Gajdosik (2019, p. 218) views it as the development and dissemination of technology to ensure the competitiveness of individuals, communities, and organizations.
- **Economic Dimension:** Economic sustainability is not limited to economic profit, production efficiency, or economic growth; rather, it is concerned with using various strategies to optimally employ available resources to achieve long-term balance. This implies that economic systems support socially and environmentally sustainable outcomes, where the economy becomes a means for achieving social and environmental results (Jeronen, 2020, p. 1).

THE SECOND TOPIC : Study Methodology and Results:

First requirement: Methodological Approach:

This study adopted the descriptive-correlational method, as it is suitable for the nature of the research.

- **Time Limits:** The study was conducted during the period from September 15, 2025, to November 10, 2025.
- **Spatial Boundaries:** The study was conducted at the Electricity and Gas Distribution Company in the municipality of Aflou.
- **Human Boundaries:** These included all categories of employees, with their different job specializations and hierarchical levels, at the

Electricity and Gas Distribution Company in the municipality of Aflou.

- **Study Population and Sample:**

The study population consisted of all employees of Sonelgaz in the municipality of Aflou, who were actively working in the institution across different ranks and functional specializations, with a total number of 222 employees. Since the population was not homogeneous in some of its characteristics such as differences in professional experience, academic qualifications, and areas of specialization a stratified random sample was selected. The final sample consisted of 80 employees.

The study instrument was distributed to the sample members while ensuring the representation of each stratum proportionally according to the number of workers in each category. Table (01) presents the distribution of the sample according to years of work experience.

Table (01) shows the distribution of the sample members according to years of work experience.

Variable	Category	Number	Percentage
Professional Experience	From 0 to 05 years	14	17,5 %
	From 05 to 10 years	24	30,00%
	From 10 to 20 years	31	38,75 %
	+20 years	11	% 13,75
Total		80	%100

It is observed from Table (01) that the number of employees with work experience ranging from 0 to 05 years reached 14 employees, representing 17.75%. Meanwhile, those whose experience ranges between 5 and 10 years numbered 24 employees, accounting for 30.00%. The group with experience between 10 and 20 years included 31 employees, representing 38.75% of the total study sample. As for employees with more than 20 years of experience, they were the least represented group, with 11 employees, accounting for 13.75% of the sample.

First section: Data Collection Instruments

To examine the relationship between organizational knowledge management and organizational sustainability, we reviewed several sources and previous studies related to the variables of this research. Through this review, we identified

a scale for measuring organizational knowledge management consisting of three dimensions, each containing 8 items, and another scale for organizational sustainability comprising three dimensions and 18 items, distributed across the three dimensions, adopted from (Emamisaleh & Rahmani, 2017).

Table (03) presents the dimensions of each variable, the number of items, and their sources.

Table (03): Study Instrument Its Variables, Dimensions, Number of Items, and Sources.

Variables	Dimensions	Number of Items	Scale Sources
Organizational Knowledge Management	Organizational Learning	8	Al-Faouri (2015) Study
	Organizational Memory	8	
	Information Technology	8	
Total		24	
Organizational Sustainability	Social Sustainability	6	Emamisaleh & Rahmani (2017) Study
	Environmental Sustainability	6	
	Technological Sustainability	6	
Total		18	

In order to identify gaps and shortcomings related to the measurement scales used in the study so as to refine their wording, improve their formulation, and identify any difficulties that may hinder their proper application, as well as to test their validity and reliability an exploratory study was conducted on a sample of 20 employees from the Electricity and Gas Distribution Company in the municipality of Aflou.

The results indicated that the scale was appropriate and demonstrated acceptable levels of validity and reliability.

second section: Psychometric Properties of the Study Instruments:

- **Validity:** To calculate the validity of the two study scales after revising them, they were presented to (05) professors specializing in organizational psychology and human resource management to determine their ability to measure the study variables. The professors expressed their approval to adopt the two scales in this study.

We then verified their validity using the extreme group comparison method, by taking the responses of the study sample on the scales, ranking them in descending order to enable us to compare the results. A proportion of 27% was taken from both extremes i.e., the highest and lowest scores after which their means were calculated and the differences between them were examined using the T-test. Table (04) shows the results obtained from this comparison.

Table (04) shows the results of the extreme group validity comparison for the two study scales.

The variable	Comparison Groups	N	Mean	SD	Ttest	DF	SIG
Organizational Knowledge Management	The Lower Group	06	34,67	5,91	10,62	10	0,01
	The Upper Group	06	11,55	8,05			
Organizational Sustainability	The Lower Group	06	40,33	5,91	11,31	10	0,01
	The Upper Group	06	62,78	8,05			

From Table (04), it is evident that the T-test value for the Organizational Knowledge Management scale reached 10.62 with 10 degrees of freedom, and it is significant at the 0.01 significance level. This indicates that there are statistically significant differences between the two extreme groups (upper and lower), in favor of the upper group, whose mean reached (34.67), whereas the mean of the lower group was (11.55).

As for the Organizational Sustainability scale, the T-test value reached (11.31) with (10) degrees of freedom at a statistical significance level of (0.01). This value is statistically significant, indicating that there are statistically significant differences between the upper and lower groups, also in favor of the upper group, whose mean was (62.78), while the mean of the lower group was (40.33).

Accordingly, both scales have the ability to discriminate between the two extreme groups, and thus they can be adopted in this study.

- Reliability:

The reliability of the two scales was calculated using Cronbach's Alpha, and Table (05) shows the results.

Table (05) shows the Cronbach's Alpha reliability values for the two study scales.

The Scale	Number of Individuals	Number of Items	Reliability Coefficient
Organizational Knowledge Management	20	24	0,73
Organizational Sustainability	20	18	0,79

It is noted from Table (05) that both scales have a good level of reliability, as the value reached (0.73) for the Organizational Knowledge Management scale, while the reliability value for the Organizational Sustainability scale was (0.79). These are good values that allow their adoption in our study.

Second requirement:

First section: Results of the First Hypothesis:

The first hypothesis states the following: There is no statistically significant correlation between organizational knowledge management and organizational sustainability among the employees of the Electricity and Gas Distribution Company in the Municipality of Aflou.

To verify its validity, we calculated Pearson's correlation coefficient to determine the correlation value between the scores of Organizational Knowledge Management and the scores of Organizational Sustainability. Table (06) presents the results yielded by the statistical analysis.

Table (06) shows the value of the correlation coefficient between Organizational Knowledge Management and Organizational Sustainability.

Variables	Organizational Knowledge Management		
	Pearson	N	SIG
Organizational Sustainability	0,71	80	0,01

From Table (06), it is clear that the value of the Pearson correlation coefficient reached 0.71 at the 0.01 significance level. This leads to rejecting the null hypothesis, which states that there is no statistically significant correlation between organizational knowledge management and organizational sustainability in the study sample. Instead, we accept the alternative hypothesis, which states that there is a statistically significant correlation between organizational

knowledge management and organizational sustainability among the employees of the Electricity and Gas Distribution Company in the Municipality of Aflou.

This result can be explained by the fact that organizational knowledge management both explicit and implicit contributes to enhancing the organization's ability to develop effective strategies for dealing with pressures through its human competencies, organizational memory, and internal information systems. The findings indicate that investment in knowledge and skills strengthens the organization's resilience and its ability to withstand changes and threats, as organizational sustainability is reinforced in environments that invest well in knowledge and organizational relationships and possess the ability for continuous learning and intelligent adaptation to crises.

Furthermore, the strength of the relationship indicates that investment in organizational knowledge management promotes preventive and proactive behaviors. A culture of knowledge sharing, the encouragement of self-initiated initiatives, and functional empowerment within the Sonelgaz institution constitute essential foundations for enhancing its continuity.

This result is consistent with the findings of the study by Al-Suleimani and Al-Kawashi (2024), which demonstrated the influential role of organizational improvisation in affecting organizational sustainability an implication that necessarily reflects the importance of organizational knowledge. Achieving such effects is linked to communication, participation in, and sharing of organizational knowledge, which help reveal competencies and knowledge among employees during the performance of their tasks.

It is also consistent with the results of the study by Al-Azzawi (2024), which showed a clear effect of organizational knowledge management on strategic orientation an unquestionably decisive factor in achieving organizational sustainability.

However, this result differs from the findings of Hassina and Sabri (2022), which concluded that higher education institutions do not apply sustainability from the perspective of faculty members in Algerian universities. This discrepancy may be attributed to differences in the study samples: our study sample consisted of operational employees, whereas the sample of Hassina and Sabri (2022) consisted of university professors, whose job nature differs from that of Sonelgaz workers.

Second section: Results of the Second Hypothesis:

The second hypothesis states that there are no statistically significant differences in the level of organizational knowledge management among the employees of the Electricity and Gas Distribution Company in the Municipality of Aflou attributable to the variable of professional experience.

To verify the validity of this hypothesis, the one-way ANOVA analysis method was used to determine whether it holds true or not. The results obtained are shown in Table (07).

Conclusion:

The results showed a statistically significant positive correlation between organizational knowledge management and organizational sustainability among the employees of the Electricity and Gas Distribution Company in the Municipality of Aflou, confirming the importance of organizational knowledge in achieving organizational sustainability.

The results also revealed the absence of statistically significant differences attributable to the variables of professional experience.

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