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The impact of knowledge sharing on the performance of employees in the Algerian public sector

Khemgani Antara
Department of Management Sciences, Faculty of Economics, Business and Management Sciences, University of Ouargla, Algeria
Email: khemgani.antara@univ-ouargla.dz

Redjem Khaled
Department of Management Sciences, Faculty of Economics, Business and Management Sciences, University of Setif 1, Algeria
Email: redjemkhaled@gmail.com

Araba Elhadj
Department of Management Sciences, Faculty of Economics, Business and Management Sciences, University of Ouargla, Algeria
Email: araba.hadj@gmail.com

***Abstract*---**This study aims to determine the impact of knowledge sharing on the performance of employees in the Algerian public sector. Results. We found that the level of knowledge sharing at the level of public administrations is average due to the negative impact of the variable of technological dimension, and to a lesser extent the organizational dimension; and the existence of a positive impact of knowledge sharing behavior on employee performance in Algerian public administrations. Through the applied study, the researchers reached the following results: Accepting the basic hypothesis (H0) which states that there is a statistically significant impact of knowledge sharing on employee performance in Algerian public administrations. (01) Rejection of the first sub-hypothesis: This hypothesis is based on the assumption that the level of knowledge sharing is high in the Algerian public sector. (02) Acceptance of the second sub-hypothesis, which states that there is a high level of performance among employees in Algerian public administrations. (03) Acceptance of the third sub-hypothesis:

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Corresponding author: *Antara, K., Email: khemgani.antara@univ-ouargla.dz*
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This hypothesis is based on the assumption that there is a statistically significant impact between the dimensions of knowledge sharing and the dimensions of employee performance. (04) Acceptance of the fourth sub-hypothesis: This hypothesis states that there are no statistically significant differences in the responses of the sample members regarding their performance attributed to personal variables (gender, age, experience, educational qualification). Scientific novelty The study identified the dimensions and factors that constitute the knowledge sharing behavior in Algerian public administrations, namely (individual dimension, organizational dimension, technological dimension) to measure their impact on employee performance. The researchers proposed a mechanism for knowledge sharing in these organizations that would activate knowledge sharing behavior. Practical value. The practical importance of this study lies in the possibility of enhancing knowledge sharing behavior in Algerian public administrations through the proposed mechanism for activating knowledge sharing.

Keywords---Knowledge management, Knowledge sharing, Employee performance, individual dimension, Organizational dimension.

Introduction

The world today is witnessing rapid changes and developments that have affected all aspects of social, economic, cultural and political life, and have cast their shadows on all institutions, regardless of their shapes, sizes and activities. This has necessitated these institutions to harness all their efforts to exploit all their material and financial resources, especially human resources, to keep pace with these rapid changes, which have resulted in the emergence of new terms and concepts that focus primarily on knowledge as an important resource and an element of survival and competitiveness.

Knowledge management is one of the most prominent intellectual developments in the world of business administration, especially human resources management, due to the transformation taking place in the business environment from an economy based on natural, material and financial resources, to an economy based primarily on knowledge and considering it a basic element of production. Therefore, institutions are currently adopting knowledge management processes in their various operations and activities. Perhaps the most prominent component of knowledge management is the process of knowledge sharing, which allows employees to transfer and exchange knowledge among themselves, and to provide professional expertise to all individuals working in the institution, in a way that enables them to perform their work better, and to accomplish individual and collective tasks well, which ensures the effective performance of the institution as a whole.

Knowledge sharing between individuals and different work groups is a major and important process of knowledge management. This is confirmed by the great trend of researchers and scholars in the field of knowledge management to research it and try to understand its components and basic elements, and its most important processes, especially since it often leads to the creation of new knowledge that benefits individuals and institutions in general.

What increases the importance of knowledge sharing is that the professional experiences and accumulated practical gains that an individual has acquired during his long years of work in the organization become available and accessible to the individuals with whom he shares his professional experiences and expertise, and thus they can be stored and made available to the employees of the organization, which leads to ensuring that this knowledge and various professional and practical experiences remain even if their owners leave the organization, which puts all organizations before a real challenge to create an atmosphere of trust, cooperation and love to enable the employees to share their professional knowledge and expertise among themselves.

From the above the problem of this research has been formulated in the following main question: **What is the impact of knowledge sharing on employee performance*?***

Review of literature

1. Knowledge sharing. *A definitional glut prevents scholars from reaching a consensus about a unifying concept of knowledge sharing*
Also, the concept of knowledge sharing is not well defined
Ipe & Minu (2003) showed that knowledge was the organization's most important strategic resource; it could provide enterprises with sustainable competitive advantage in a competitive dynamic economy. As the knowledge is the most important factor in today's organizations, the facilitation of the creation, sharing, and the utilization of knowledge becomes more and more important(Ipe, M. 2003)
Knowledge sharing is considered to be the central element of knowledge management practice. It is the process of dissemination of knowledge in an organization (Bock et al., 2005).
The extant research on knowledge sharing is focussed more on its antecedents and impact on organizational performance (Hsu, 2008; Van den Hooff and De Ridder, 2004b).
Knowledge sharing is a fundamental process of knowledge management and is the voluntary process that involves the transfer, transformation and exchange of knowledge and experiences between two or more parties through social interaction and exchange, resulting in the creation of new knowledge that benefits individuals and the organization.
"Knowledge sharing is a set of behaviors that involves the exchange of information or provision of assistance to others" (Jashapara and Prasarnphanich, 2004).

Knowledge sharing generally refers to moving knowledge between different organizational actors, both within and between departments and hierarchical levels (Bhatt, 2001; Szulanski, 1996). The key goal of knowledge sharing amongst

employees in an organisation is to transfer knowledge into organisational assets and resources (Kaisa, et al,2016).

The importance of knowledge sharing underlines the agentic power of individual employees, recognising that the individuals engaging in knowledge sharing decide how they want to utilise their skills and intellect, as well as direct their efforts on the basis of personal motivation. (Kaisa, et al,2016). Wang defines knowledge sharing as the primary means through which employees can contribute to the application of knowledge and innovation and ultimately achieve a competitive advantage for the organization. (Wang,2009)

Connelly (2000) defined knowledge sharing as the exchange of knowledge, or the behavior that help others with knowledge. Ipe (2003) thought that the knowledge sharing between individuals was the process that private individuals knowledge turn to be understood, absorbed and used by others [1] . It means that knowledge sharing is at least a conscious behavior, and knowledge sources also don't want to give up ownership of knowledge

From the above definition of knowledge sharing, knowledge sharing, we can sum up the basic characteristics are: 1) knowledge sharing is a major individual behavior; 2) knowledge sharing is a voluntary, proactive, behavioral awareness; 3) knowledge sharing is controlled by environmental systems or procedures, such as legal, ethical standards and code of conduct, habits; 4) the result of knowledge sharing knowledge is to be jointly occupied by two or more parties. .(Zheng, T. 2017)

2. Employee performance:

Employee performance is defined as a record of the results produced from a specific job or job activity during a specific period of time (Roro Rukmini 2021). Employee performance is also a description of the level of achievement in implementing an activity or policy program in achieving the goals, vision and mission of the organization, (Lesmana et al. 2018) Employee performance is the result achieved by employees in carrying out the job assigned to them in quantity and quality through procedures that focus on the goals to be achieved and with the fulfillment of implementation standards in general (Mohammed T, L et al., 2018)

3. Knowledge sharing and employee performance:

The relationship between knowledge sharing and employee performance is well-established in the literature. Research has shown that knowledge sharing has a significant positive effect on employee performance.

he researches indicates that there is a significant positive relationship between knowledge sharing and employee performance. Studies have shown that knowledge sharing has a direct and significant effect on improving employee performance, (Erwina, E., & Mira, M. 2019), This is because knowledge sharing allows employees to learn from each other, gain new skills and insights, and apply that knowledge to their work, leading to better individual and organizational outcomes.

Knowledge sharing enables employees to learn from each other, apply new knowledge to their work, and ultimately enhance their productivity and

effectiveness, (Oyoo, M. O. 2019) Therefore, fostering a culture of knowledge sharing is crucial for improving employee performance and driving overall organizational performance. (Wen, J., & Ma, R. 2021)

4. Basic steps to activate the knowledge sharing process:

Basic steps to activate the knowledge sharing process:

The following are the basic steps to activate the knowledge sharing process:

1. Establish a department or interest that is concerned with knowledge management and its processes such as diagnosing knowledge, defining knowledge objectives, generating knowledge, storing knowledge, sharing knowledge, and applying knowledge. This interest is affiliated with the organization's Human Resources Management Directorate.

2. **Identify critical knowledge:**

This is the first practical step through which the organization, through the knowledge management department, identifies knowledge related to basic activities. This is the knowledge in which the organization has a competitive advantage in its activities, and any loss of it leads to the organization losing its success factors and superiority in its field of activity. That is, critical knowledge consists of the basic elements of the organization's products or services;

3. **Identify the targeted elements:**

The second practical step is the stage of identifying the targeted elements of the knowledge process, and they are chosen based on the suggestions of heads and managers from human cadres and competencies that have a large knowledge and experience balance, accumulated over the long years of work in the organization;

4. **Recording business meetings:**

During business meetings, the problems facing the organization and the basic elements that need to be collected about them are raised, and the work team in the Knowledge Management Department records all the notes and suggestions presented by the attendees in the meeting, to be reviewed and audited later.

5. **Conducting surprise tests:**

At this stage, the Knowledge Management Department conducts surprise tests that fall within the framework of evaluating qualified human resources, aiming to monitor and collect the largest possible amount of information and data possessed by the administrative cadres in the organization. This process is carried out through several methods, such as simulating a specific problem that the organization may encounter in the future, and thus preparing for any emergency that may occur in the organization, especially what affects the main activities and basic production processes or the services it provides.

6. **Creating an internal database**

To collect information and all the data that has been collected, as it is updated continuously and periodically by specialized work teams established for this purpose, and all the training outputs and reports reached by the Knowledge Management Department are placed in it.

7. Feedback:

In which the outputs are reviewed and the steps that the cognitive monitoring process has gone through are determined.

Thus, through this mechanism, the organization can preserve the information and experiences of its members, especially critical knowledge, and thus ensure the continuation of these professional experiences even if employees leave the

organization, which would ensure the organization's survival and competition in its field of activity and reduce the risk of losing human capital.
The following figure shows the proposed mechanism for activating the knowledge sharing process

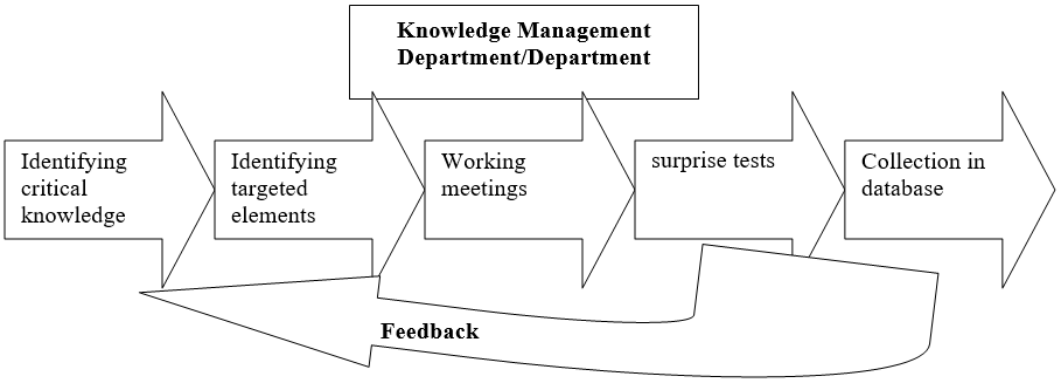

Figure No. (01) The proposed mechanism for activating the knowledge-sharing process

Materials and Methods

The aim of this study is to determine the impact of knowledge sharing on the performance of employees in the Algerian public sector.
Accordingly, based on the nature of the study and the intended objectives that the researchers seek to achieve, and based on previous studies that addressed the subject or part of it, the descriptive analytical approach was relied upon, which is the most appropriate approach for this type of study, as it is the approach that determines the characteristics of a specific problem, and studies the circumstances surrounding it, i.e. revealing the current facts related to a phenomenon, situation or group of individuals, while recording its significance, characteristics, classification, revealing its connection to other variables, and drawing attention to its various dimensions.

Through our study, we want to determine the extent of the impact of knowledge sharing on the performance of employees in Algerian public administrations, where a public administration covering 51% of the Algerian national territory was chosen, which is the Regional Budget Directorate of Ouargla, which includes 13 states in southeastern Algeria, where the study community represents 770 employees, while the sample studied amounted to 344 employees from all the states concerned.

Data. This study used secondary data obtained from the questionnaire and interview tool distributed to employees of the Regional Budget Directorate of Ouargla, where the questionnaire included three main axes: (01) Personal information related to employees, (02) Statements related to knowledge sharing through (individual dimension, organizational dimension, technological dimension), (03) Statements related to employee performance, where knowledge sharing represents the independent variable, and employee performance

represents the dependent variable, taking into account the personal and functional data of the study sample.

Hypothesis. From the above and in order to shed light on the performance of human resources in Algerian public administrations in charge of the budget, and to know the reality of knowledge sharing as one of the contemporary administrative concepts in it, and the overarching objective of the study, the research hypotheses might be articulated in the following manner:

- The primary hypothesis (H0) posits that there is statistically significant impact of knowledge sharing on the performance of employees in Algerian public administrations.
- Hypothesis 1 (H_1): The level of knowledge sharing is high in Algerian public administrations.
- Hypothesis 2 (H_2): There is a high level of performance among employees in Algerian public administrations.
- Hypothesis 3 (H_3): There is a statistically significant moral effect between the dimensions of knowledge sharing and the dimensions of employee performance in Algerian public administrations.
- Hypothesis 4 (H_4): There are no statistically significant differences in the answers of the study sample members about their performance attributed to personal variables (gender, age, experience, educational qualification).

1- Reliability of the Study Tool: The study questionnaire included fifty-six (56) statements divided into two main axes, in addition to a third axis related to the personal and functional characteristics of the respondents. To ensure the reliability of the tool, Cronbach's alpha coefficient was calculated for the internal consistency of the questionnaire statements in its final overall form. As shown in Table (01), the reliability coefficient values reached (92.3%), which is a high and good percentage for the study compared to the minimum acceptable threshold of (60%).

Table No. (01): Cronbach's Alpha Reliability Coefficient

No	Variables	Number of Statements	Cronbach's Alpha Value
1	Independent Variable: Knowledge Sharing	38	0.902
2	Dependent Variable: Employee Performance	18	0.916
Overall Questionnaire			0.923

Source: Prepared by the researchers based on SPSS outputs.

2- Testing the First Hypothesis: Through the analysis of the dimensions of the independent variable in the study, which are (the individual dimension, the organizational dimension, and the technological dimension) that define knowledge sharing, as shown in Tables No. (02), (03), and (04), we observe that the mean values for these dimensions were (3.98), (3.09), and (2.72), respectively. This indicates a variation in response trends ranging from "Agree" to "Neutral" to

"Neutral." Regarding the overall mean of the independent variable, it reached (3.36), which indicates that the level of knowledge sharing in the institution under study is moderate and corresponds to a neutral response trend.

Although the level of knowledge sharing is moderate, some of its defining dimensions were at a high level, such as the individual dimension, which had a mean of (3.98). As for its sub-variables, they varied. The variables (trust and job satisfaction) corresponded to an "Agree" response trend, while the variable (awareness) scored high, corresponding to a "Strongly Agree" response trend. Meanwhile, the personality variable was at a moderate level, corresponding to a "Neutral" response trend.

The variables of the organizational dimension also varied. The variables (organizational structure and organizational culture) corresponded to an "Agree" response trend, while the variable (workflow) received a "Neutral" response. Meanwhile, the variable (reward) was rated low, corresponding to a "Disagree" response, reflecting the dissatisfaction of the study sample with the reward system in place.

As for the third dimension defining knowledge sharing, its sub-variables were at a moderate level, including (information technology and IT infrastructure), reflecting the limited use of information technology by the study sample and the lack of infrastructure that matches the scale and quantity of tasks assigned to the employees. Therefore, the level of knowledge sharing in the budget-related departments in the region of Ouargla is moderate. Accordingly, we reject the proposed hypothesis, which states that there is a high level of knowledge sharing in the budget-related departments in the region of Ouargla.

Table No. (02): Results of the Analysis of the Statements for the First Dimension (Individual) from the Second Section

No.	Statement	Mean	Standard Deviation	Rank	Level
1	Knowledge sharing in my field of work is extremely important.	4,3895	,82914	4	Strongly Agree
2	I have a deep awareness of the benefits of knowledge sharing in my work.	4,4099	,66395	3	Strongly Agree
3	I am convinced of the importance of sharing my knowledge and experience with my colleagues.	4,4738	,62914	1	Strongly Agree
4	I realize that sharing my knowledge and experience with my colleagues will help us solve work problems.	4,4302	,74098	2	Strongly Agree
Statements related to awareness		4.4258	.54361	4	Strongly Agree
5	Our relationships are	3,7616	,99335	4	Agree

No.	Statement	Mean	Standard Deviation	Rank	Level
	characterized by mutual trust and openness.				
6	Knowledge sharing contributes to increasing trust between individuals in the workplace.	4,3343	2,28862	1	Strongly Agree
7	Mutual trust resulting from knowledge sharing fosters perseverance and creativity.	4,1279	,79424	3	Agree
8	Trust among us enables us to cooperate and work as a team.	4,3023	,74536	2	Strongly Agree
	Statements related to trust	4.1315	.82351	4	Agree
9	I can share my knowledge and experience with my colleagues voluntarily and without hesitation.	4,3547	,68455	1	Strongly Agree
10	Sometimes I hesitate to share my knowledge because it is not considered when making work decisions.	3,0640	1,14870	2	Neutral
11	I often fear that others will misunderstand the knowledge I share with them.	2,9244	1,16062	3	Neutral
12	I refrain from sharing my knowledge with those who do not reciprocate by sharing their own.	2,8692	1,28357	4	Neutral
	Statements related to personality	3.3030	.69587	4	Neutral
13	Sharing knowledge with my colleagues gives me a sense of satisfaction.	4,2762	,68886	1	Strongly Agree
14	My job satisfaction motivates me to share my knowledge with high morale.	4,2355	,80437	2	Strongly Agree
15	The quantity and quality of knowledge I receive from my colleagues make me feel satisfied.	3,7674	,96498	3	Agree
	Statements related to job satisfaction	4.0930	.66062	3	Agree
	Total statements for the individual dimension	3,9814	,43929	15	Agree

source: Prepared by the researchers based on SPSS outputs.

Table No. (03): Results of the Analysis of the Statements for the Second Dimension (Organizational) from the Second Section

No.	Statement	Mean	Standard Deviation	Rank	Level
16	The few levels of management have facilitated knowledge sharing among employees.	1,04171	1,04171	4	Agree
17	I can share my knowledge with any employee without obstacles related to authority or hierarchy.	,97820	,97820	1	Agree
18	The organizational structure in the administration has high decentralization that facilitates knowledge sharing among employees.	1,08808	1,08808	3	Neutral
19	The flexibility of the organizational structure in the administration helps me share knowledge with my colleagues.	1,06815	1,06815	2	Neutral
	Statements related to organizational structure	3.4745	.7054	4	Agree
20	Through knowledge sharing, relationships between employees have become good and positive.	3,8140	,92597	1	Agree
21	Goals are set and implemented with the participation of all employees as if they were one team.	3,3866	1,13976	2	Neutral
22	Work teams that share knowledge among themselves are given full autonomy in their work and decisions.	3,3140	1,03311	4	Neutral
23	Through knowledge sharing, the division of labor among employees has become clear..	3,3866	1,11389	3	Neutral
	Statements related to organizational culture	3.4753	.83503	4	Agree
24	The administration provides incentives and rewards that encourage employees to share knowledge.	2,4070	1,24191	3	Disagree

No.	Statement	Mean	Standard Deviation	Rank	Level
25	The administration seeks to make the workplace an environment that encourages knowledge sharing.	2,7471	1,21098	1	Neutral
26	The administration recognizes the contributions of employees who share their tacit or explicit knowledge.	2,6890	1,19488	2	Neutral
27	The wage system in the administration encourages knowledge sharing among employees.	2,3895	1,20228	4	Neutral
Statements related to rewards		2.5581	1.04294	4	Disagree
28	The current working conditions are good and facilitate knowledge sharing.	2,6017	1,20063	3	Neutral
29	The laws, regulations, and official instructions allow flexibility in knowledge sharing.	3,0640	1,11522	1	Neutral
30	The administration provides a suitable working environment that helps in knowledge sharing.	2,7238	1,18883	2	Neutral
Statements related to workflow		2.7965	1.02160	3	Neutral
Total statements for the organizational dimension		3,0948	,69430	15	Neutral

source: Prepared by the researchers based on SPSS outputs.

Table No. (04): Results of the Analysis of the Statements for the Third Dimension (Technological) from the Second Section

No.	Statement	Mean	Standard Deviation	Rank	Level
31	Employees benefit from electronic tools and databases to access knowledge.	2,9622	1,35366	1	Neutral
32	Employees use knowledge networks (intranet) to communicate with each other.	2,6831	1,31648	3	Neutral
33	The administration provides information technology to facilitate knowledge sharing	2,6541	1,29344	4	Neutral

No.	Statement	Mean	Standard Deviation	Rank	Level
	among different management levels				
34	Employees use information and communication technology in most of their work.	2,7384	1,25758	2	Neutral
Statements related to information technology		2.7594	1.14242	4	Neutral
35	The administration provides modern technological tools such as computers, the internet, and intranet.	2,9826	1,33783	1	Neutral
36	The administration has a database that enables employees to access the necessary information and knowledge for performing their tasks.	2,7238	1,29674	2	Neutral
37	The administration continuously uses modern software for knowledge management.	2,5000	1,20495	4	Disagree
38	The quantity and specifications of computer equipment are suitable for the size and nature of the administration's tasks.	2,5785	1,25923	3	Disagree
Statements related to IT infrastructure		2.6962	1.09947	4	Neutral
Total statements for the technological dimension		**2,7278**	1.09947	4	Neutral

source: Prepared by the researchers based on SPSS outputs

3- Testing the Second Hypothesis: Table No. (05) presents the analysis of the sections in the third part of the questionnaire, which is the performance of employees in the budget-related departments. We observe that the mean value for all sections or the entire part is (4.19), falling within the range of (3.40-4.19). This indicates that the performance of employees in the budget-related departments is high and corresponds to an "Agree" response trend. This is due to the fact that the performance rate variable, with a mean of (4.28), which is a high average, shows that employees fulfill their job duties according to the general objectives set by the administration and in compliance with work laws and regulations, respecting the time allotted for each task, and possessing sufficient motivation and enthusiasm.

The high level of performance is also attributed to certain behaviors of the sample individuals, which are characterized by positivity and cooperation among

employees and work teams. This is reflected in the variable (performance behavior) achieving a high level with a mean of (4.02), corresponding to an "Agree" response trend.

Similarly, the sub-variable (performance development) is also high, with a mean of (4.16), indicating that the sample individuals have ambitions to improve their professional performance. This is evident from their efforts to acquire new knowledge that will help enhance their future capabilities and professional skills. Thus, the mean value for employee performance sections shows a high level of performance among employees in the budget-related departments, and therefore, we accept the second hypothesis.

Table No. (05): Results of the Analysis of the Third Section of the Questionnaire (**Employee Performance)**

No.	Statement	Mean	Standard Deviation	Rank	Level
1	I strive to achieve the general goals set by the administration.	4,2035	,70763	7	Strongly Agree
2	I complete all my job duties within the specified time.	4,3895	,69944	2	Strongly Agree
3	I review my work to correct any errors or mistakes I make while performing my tasks.	4,4215	,68273	1	Strongly Agree
4	I have the desire and enthusiasm to complete the required tasks.	4,2442	,79262	6	Strongly Agree
5	I allocate sufficient time to complete my work accurately.	4,3721	,66651	3	Strongly Agree
6	I cooperate with the work teams in the administration to complete the required tasks.	4,1279	,82309	9	Agree
7	I make sure to follow the instructions and orders from my superiors.	4,2762	,74184	5	Strongly Agree
8	I seek to find new, more effective ways to accomplish tasks.	4,1424	,74038	8	Agree
9	I ensure compliance with work laws and regulations.	4,3692	,62062	4	Strongly Agree
Statements related to performance rate		4.2829	.51961	9	Strongly Agree
10	I voluntarily cooperate with	4,0872	,81778	3	Agree

No.	Statement	Mean	Standard Deviation	Rank	Level
	my colleagues when there are additional tasks.				
11	I voluntarily cooperate with my colleagues in knowledge sharing.	4,1366	,74930	2	Agree
12	I usually accept additional tasks without complaints or objections.	3,6337	1,00993	4	Agree
13	I have excellent working relationships with my colleagues and receive their appreciation and respect.	4,2326	,75861	1	Strongly Agree
Statements related to performance behavior		4.0225	.63433	4	Agree
14	I always try to improve my professional performance level.	4,4070	,60855	1	Strongly Agree
15	With the knowledge I have gained at work, I can improve my performance in the future.	4,1890	,79120	3	Agree
16	I can adapt to emergencies at work.	4,1686	,70859	4	Agree
17	I have the opportunity to learn and acquire new skills and experiences at work.	3,7878	1,08462	5	Agree
18	I strive to acquire new knowledge that benefits my work and contributes to improving my professional skills.	4,2587	,77115	2	Strongly Agree
Statements related to performance development		4.1622	.60327	5	Agree
Total statements for employee performance		4,1915	,49659		Agree

source: Prepared by the researchers based on SPSS outputs.

4- Testing the Third Hypothesis: To study the effect of the independent variable as a whole (knowledge sharing) on the dependent variable (employee performance), we calculated the linear regression using the Entry method of least squares. As shown in Table No. (06), the correlation coefficient between the two variables is (0.394). The coefficient of determination (R^2) is 0.155, which means that the knowledge sharing variable explains 15.5% of the variations in employee performance, while the remaining portion is attributed to other factors.

Table No. (06) shows the linear correlation between the dimensions of the independent variable and the dependent variable

Summary of Models

Model	R	R-squared	**Adjusted R-squared**	**Standard Error of Estimate**
1	,394[a]	,155	,152	,45984

a. Predictors: (Constant), Independent Variable (knowledge sharing)

b. Dependent Variable: Dependent Variable (employee performance)

source: Prepared by the researchers based on SPSS outputs.

Table No. (07) of ANOVA shows that the significance level is 0.000, which is less than the 0.05 significance level used in the study. Therefore, we accept the alternative hypothesis and reject the null hypothesis, indicating that there is a statistically significant effect of knowledge sharing on employee performance in the budget-related departments of the Ouargla region.

Table No. (07): Shows the analysis of variance for the regression line.

ANOVA[a]

Model		Sum of Squares	ddl	Mean Square	F	Sig.
1	**Regression**	13,254	1	13,254	62,683	,000[b]
	Residual	72,316	342	,211		
	Total	85,570	343			

a. Variable dépendante : b. Dependent Variable: (employee performance)

a. Predictors: (Constant), Independent Variable (knowledge sharing)

source: Prepared by the researchers based on SPSS outputs.

5- Testing the Fourth Hypothesis:

- **First Branch: Gender:**
  - **H0:** There are no statistically significant differences in employee performance based on the gender variable at a significance level of 0.05.
  - **H1:** There are statistically significant differences in employee performance based on the gender variable at a significance level of 0.05.

Table No. (08): t-test for the effect of gender

Independent Samples Test										
		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	ddl	Sig. (Two-tailed) Mean Difference	Sig. (Two-tailed) Mean Difference	Standard Error of the Difference	95% Confidence Interval for the Difference	
									Lower	Upper
Dependent Variable: (employee (performance	Assumption of Equal Variances	,486	,486	,147	342	,884	,00791	,05394	-,09819	,11400
	Assumption of Unequal Variances			,147	341,769	,884	,00791	,05394	-,09819	,11401

Source: Prepared by the researchers based on SPSS outputs.

We observe that the significance level for Levene's test is 0.486, which is greater than the significance level used in the study. Therefore, there is no difference in data variance between males and females, indicating that the variance is equal between the two groups (males and females). Additionally, the significance level for the t-test is 0.884, which is greater than the significance level used in the study. Therefore, there are no statistically significant differences at the 0.05 significance level in employee performance based on the gender variable

Second Branch: Age:

H0: There are no statistically significant differences between the responses of sample members based on the age variable regarding employee performance.
H1: There are statistically significant differences between the responses of sample members based on the age variable regarding employee performance.

Table No. (09): Results of the ANOVA Test Based on the Age Variable

Variable	**F**	**sig**	Result
Age	**1.619**	**0.185**	Reject

source: Prepared by the researchers based on SPSS outputs.

The table above shows the results of the ANOVA test for the dependent variable, employee performance, based on the age variable. We observe that the significance level is 0.185, which is greater than the significance level used in the study (0.05). Therefore, we accept the null hypothesis and reject the alternative hypothesis, indicating that there are no statistically significant differences between the responses of sample members based on the age variable.

Third Branch: Experience:

- **H0:** There are no statistically significant differences in employee performance based on the experience variable.
- **H1:** There are statistically significant differences in employee performance based on the experience variable.

Table No. (10): Results of the ANOVA Test Based on the Experience Variable

Variable	**F**	**sig**	Result
Experience	**2.204**	**0.087**	Accept H0

source: Prepared by the researchers based on SPSS outputs.

From the table above regarding the differences in employee performance based on the experience variable, we observe that the significance level of the test is 0.087, which is greater than the significance level used in the study. Therefore, we accept the null hypothesis and reject the alternative hypothesis, indicating that there are no statistically significant differences in employee performance based on the experience variable.

Fourth Branch: Educational Qualification:

- **H0:** There are no statistically significant differences in employee performance based on the educational qualification variable.
- **H1:** There are statistically significant differences in employee performance based on the educational qualification variable.

Table No. (11): Results of the ANOVA Test Based on the Educational Qualification Variable

Variable	**F**	**sig**	Result
Educational	**0.851**	**0.493**	Accept H0

source: Prepared by the researchers based on SPSS outputs.

The table above, which examines differences in responses from the study sample regarding the dependent variable based on educational qualification, shows that the significance level is 0.493, which is greater than the significance level used in the study. Therefore, we accept the null hypothesis (H0) and reject the alternative hypothesis (H1). This indicates that there are no statistically significant differences in employee performance based on educational qualification.

Conclusions.

After the field study that was relied upon, the researchers arrived at:

1. As for the first main hypothesis, which states that there is a statistically significant moral effect of knowledge sharing on employee performance, this hypothesis was confirmed as the correlation coefficient between the two variables reached (0.394) while the coefficient of determination (R Deux) reached 0.155, which means that the knowledge sharing variable explains 15.5% of the changes that occur in employee performance and the rest is due to other factors.
2. The first sub-hypothesis: This hypothesis is based on the fact that the level of knowledge sharing is high in the Algerian public sector, as this hypothesis was denied by recording an average level of knowledge sharing in the body under study, as the arithmetic mean of knowledge sharing reached (3.36), which indicates that the level of sharing in the body under study is average and corresponds to a neutral answer direction.
3. The second sub-hypothesis states that there is a high level of performance

among employees in Algerian public administrations, which was confirmed as the arithmetic mean of the dependent variable reached (4.19), which is a high arithmetic mean;

4. The third sub-hypothesis: This hypothesis is based on the existence of a statistically significant moral effect between the dimensions of knowledge sharing and the dimensions of employee performance, which was confirmed as the correlation coefficient between the two variables reached (0.394); this hypothesis was divided into:
   - The first partial hypothesis: This hypothesis is based on the existence of a statistically significant moral effect of the individual dimension on the performance of employees, which was confirmed by recording a positive effect of the individual dimension, as the calculated T value reached 7.493, which is greater than its tabular value at a degree of freedom (341). We also recorded that the level of significance reached 0.000, which is less than the significance level adopted in the study. Accordingly, we reject the null hypothesis and accept the alternative hypothesis, which states: "H1 There is a statistically significant moral effect of the individual dimension on the performance of employees." As for the nature of the effect, we note that the sign of the β coefficient is positive, indicating that there is a positive effect of the individual dimension on the performance of employees.
   - The second partial hypothesis: This hypothesis states that there is a statistically significant moral effect of the organizational dimension on employee performance; this hypothesis was confirmed as the calculated T value reached 5.131, which is greater than its tabular value at a degree of freedom (341). We also recorded that the level of significance reached 0.000, which is less than the significance level adopted in the study (0.05). Accordingly, we reject the null hypothesis and accept the alternative hypothesis that states: "H1 There is a statistically significant moral effect of the organizational dimension on employee performance. As for the nature of the effect, we note that the sign of the β coefficient is positive, which indicates that there is a positive effect of the organizational dimension on employee performance.
   - The third partial hypothesis: This hypothesis states that there is a statistically significant moral effect of the technological dimension on employee performance. This hypothesis was rejected as the value of the significance level was 0.488, which is greater than the significance level adopted in the study (0.05). Accordingly, we accept the null hypothesis and reject the alternative, i.e. there is no statistically significant moral effect of the technological dimension on employee performance.
   - The fourth sub-hypothesis: which states that there are no statistically significant differences in the sample members' answers about their performance attributed to personal variables (gender, age, experience, educational qualification). This hypothesis was proven by not recording any differences according to personal variables.

Results Obtained from the Study:

1. The results of the study showed that the level of knowledge sharing at the level of Algerian public administrations is average due to the negative impact of the variable of technological dimension, and to a lesser extent the organizational dimension;

2. The study showed that there is a high level of performance among employees of Algerian public administrations, and this is evident through high performance rates and employee behaviors, in addition to their positive view of the possibility of developing their performance in the future;
3. The study indicated that there is a positive impact of knowledge sharing behavior on the performance of employees of Algerian public administrations;
4. Algerian public administration employees have a high degree of awareness of the importance of knowledge sharing, both for the individual and for the organization in general;
5. The results of the study showed that employees of Algerian public administrations are convinced of the importance of exchanging knowledge and professional experiences among themselves, given the nature of administrative work, which requires the publication of all new developments in laws and executive decrees that govern their work;
6. The study showed that relations between employees of the body under study are characterized by mutual trust and openness, which encourages them to make more efforts in their work;.
7. The results of the study indicated that knowledge sharing contributes to increasing trust among employees and enhances work relations and cooperation;
8. The majority of the sample members do not feel embarrassed about sharing knowledge, and therefore it is a voluntary process on their part and they do not hesitate to practice it;.
9. Most of the sample members are afraid that others may not understand the knowledge they provide to them, so they are keen to ensure a good understanding by the recipients of the knowledge.;

Based on the research constraints already presented, future steps for this study can be foreseen, as described below:
The topic of knowledge sharing and its impact on employee performance is one of the modern topics that has received increasing attention from writers and researchers recently, which calls for more research and scrutiny, given the existence of several aspects that lack research, especially at the national level.

Therefore, we propose the following topics to continue researching:
- The role of knowledge sharing in improving work relations between employees;
- The extent of the readiness of employees in public administrations for knowledge sharing;
- Determinants of human resources performance in Algerian public administrations;
- A comparative study of the reality of knowledge sharing between public and private sector institutions in Algeria;
- A study of the incentives affecting knowledge sharing among employees;
- An analytical study of the organizational factors affecting employee performance.

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