FACTORS AFFECTING KNOWLEDGE MANAGEMENT PRACTICE ON ORGANISATION PERFORMANCE AMONG THE PUBLIC INDUSTRIES IN LIBYA

Abdulqadir Mohammed Amhimmid Suwayd
S. M. Ferdous Azam
Jacquline Tham
Management and Science University, Shah Alam, Malaysia

ABSTRACT

The abstract summarizes the key findings and recommendations of the study on factors influencing knowledge management practice and organisational performance in public industries in Libya. The study investigates the role of knowledge sharing culture, leadership support, technology infrastructure, human resource development, organisational structure, external adaptation, cross-functional collaboration, performance measurement, continuous learning, and knowledge leadership in driving organisational performance through effective knowledge management practices. Findings indicate that cultivating a knowledge-sharing culture, empowering leadership support, investing in technology infrastructure, developing human resources, optimizing organisational structure and processes, adapting to the external environment, promoting cross-functional collaboration, measuring and evaluating performance, encouraging continuous learning and improvement, and promoting knowledge leadership are critical factors for enhancing knowledge management effectiveness and improving organisational performance. Recommendations include prioritizing knowledge sharing culture, empowering leadership support, investing in technology infrastructure, developing human resources, optimizing organisational structure and processes, adapting to the external environment, promoting cross-functional collaboration, measuring, and evaluating performance, encouraging continuous learning and improvement, and promoting knowledge leadership. Implementing these recommendations can strengthen knowledge management practices and drive organisational performance in public industries in Libya.

Keywords: Knowledge Management, Organisational Performance, Public Industries, Libya

INTRODUCTION

Knowledge management is a complex concept encompassing various dimensions such as belief, understanding, information, experience, and power, highlighting its multifaceted nature. In organisational dynamics, knowledge management plays aimportant role, enabling the integration of knowledge and providing a competitive edge while delivering value to customers cost-effectively.In the public sector, knowledge management emerges as a crucial tool for governments to enhance the quality of life for citizens. However, despite recognizing its importance, government efforts to promote knowledge production and utilisation within public

organisations often fall short due to ineffective policies fostering a culture of knowledge management.

Conversely, the public sector exhibits a proactive approach in embracing knowledge management, possibly due to inherent obstacles faced by governments in implementing it. Evidence suggests thriving knowledge management in developing countries, indicating a comprehensive understanding of its link to organisational performance.Technology, particularly information technology, plays an increasingly essential role in knowledge management, facilitating efficient knowledge exchange within organisational management structures. Successful integration of technology invigorates knowledge management, enhancing organisational efficiency and maximizing the likelihood of achieving objectives.

Organisations, regardless of sector or size, must prioritize knowledge management practices to maintain a competitive edge. Management plays a crucial role in raising awareness and fostering a culture of knowledge sharing and utilisation within the organisation.Understanding the significance of knowledge transmission is vital for effective leadership, ensuring knowledge cascades throughout the organisation. This fosters a culture where knowledge sharing is valued, contributing to organisational success.

In the contemporary era, technological advancements are important, and the effective utilisation of intellectual capital is essential for organisational success. Leveraging intellectual assets, including brand names, patents, and customer relationships, is crucial for organisational growth and competitiveness.The diverse perceptions of knowledge management, whether individualized or communal, reflect the various approaches organisations adopt. Some emphasize individual contributions, while others prioritize collaborative approaches, where knowledge is seen as a shared resource.

Knowledge management involves the production, accumulation, acquisition, and utilisation of knowledge to support management and enhance organisational efficiency. It serves as a valuable reservoir of information crucial for decision-making and organisational success.The integration of knowledge into organisational processes ensures alignment with objectives, fostering synergy between organisational goals and intellectual assets. Governments in developing nations must recognize the role of knowledge management in achieving public-oriented objectives, facilitated through the implementation of information technology systems.

Efficient knowledge sharing, regardless of organisational size or sector, significantly influences effectiveness and capacity to meet goals. Knowledge management procedures must effectively capture and share knowledge, distinguishing between different types of knowledge for efficient handling.The introduction of knowledge-based systems in the public sector is critical for effective knowledge execution, requiring proper functioning of knowledge management procedures. Strengthening organisational culture fosters flexibility among employees, paving the way for knowledge management implementation.

In research, exploring the connection between knowledge management practices and organisational performance, particularly within the Libyan context, is imperative. Information technology plays a crucial role in disseminating and managing knowledge, making it essential for research inquiries.Understanding potential challenges posed by integrating information technology systems within the Libyan public sector is vital for optimizing service delivery and advancing government objectives. Insights into technological systems' role as barriers or facilitators in knowledge management implementation are crucial for governance enhancement and citizen welfare.In essence, knowledge management is essential for organisations and governments alike, ensuring seamless integration of knowledge to achieve objectives efficiently. The effective utilisation of technology and intellectual capital, coupled with a culture of knowledge sharing, is fundamental for organisational success and societal progress.

The Libyan public industry faces significant challenges in knowledge management, primarily due to the absence of backward-integrated facilities and a critical shortage of necessary skills and competencies. Despite growing awareness, many government organisations struggle to translate this awareness into effective performance, relying heavily on global models that may not fully address local challenges. This underscores the need for context-specific approaches to bridge the gap between awareness and effective knowledge utilisation.Moreover, while the public sector in Libya has shown more advanced progress in knowledge management compared to the public industry, there is a pressing need to understand the factors driving this disparity and explore opportunities for cross-sectoral knowledge transfer. Addressing these challenges is crucial for enhancing organisational performance, stimulating economic growth, and contributing to broader societal development.

The identified needs and gaps within the Libyan public sector include the lack of backward-integrated facilities for knowledge management, the dearth of knowledge management skills, the challenge of translating awareness into performance, the dominance of global models, and the disparity between sectors in knowledge management advancement.Successfully addressing these challenges holds the potential to enhance organisational performance, stimulate economic growth, and contribute to broader societal development in Libya. However, the lack of comprehensive research in the context of the Libyan public industry presents a significant barrier. Investigating the relationship between knowledge management practices and organisational performance, along with identifying specific influencing factors, is crucial for designing and implementing effective knowledge management practices tailored to Libya's unique organisational landscape. This research inquiry is essential for unlocking insights necessary for the sector's growth and development.

This study holds exceptional significance as it localizes and contextualizes knowledge management practices within Libya's public industries, shedding light on their correlation with organisational performance. While acknowledging potential limitations due to a relatively small sample size confined to specific demographics, it contributes significantly to the literature by offering a unique perspective from the Middle Eastern region, which has been underrepresented

in previous studies primarily focused on Western and American sectors. By scrutinizing the relationship between knowledge management practices and organisational performance, this research addresses a substantial knowledge gap and provides insights instrumental for augmenting existing knowledge. Particularly, its findings may revolutionize governance models in the Libyan public industry, benefiting government entities responsible for public service and contributing to informed decision-making. Moreover, by partially filling a conspicuous gap in existing literature, this study serves as a catalyst for further research and has the potential to enrich the broader discourse on knowledge management and organisational performance, both within Libya and beyond.

LITERATURE REVIEW

This section serves as a rich repository of knowledge-related concepts, beginning with a comprehensive exploration of various definitions of knowledge, knowledge types, and the essential role of knowledge creation within an organisation. It then explores into an extensive literature review, meticulously examining the multifaceted dimensions of knowledge management (KM) practices.Drawing insights from the existing body of literature, this section meticulously presents the relationship between KM practices and organisational performance, offering a nuanced understanding of their interplay. Within this section, a particular focus is placed on knowledge management within the public industry, with a detailed examination of the organisational culture within the Libyan public sector. Additionally, the section provides a summary of meta-analyses conducted on knowledge practices, encapsulating critical findings from this comprehensive body of research.

The concept of knowledge has been a subject of profound contemplation and debate throughout history, reflecting its intricate and multifaceted nature. Scholars and philosophers have offered diverse definitions and interpretations of knowledge, contributing to a rich tapestry of perspectives.Ancient Greek philosophers, notably Plato (360 BC), laid the groundwork for the study of knowledge with his definition of knowledge as 'justified true belief.' This foundational concept continues to influence Western philosophical thought, albeit subject to ongoing debate and modification.In modern times, Drucker (1993) introduced the term 'knowledge worker,'signalling a paradigm shift in society's perception of knowledge as a fundamental economic driver. Allee and Leonard and Sensiper emphasize knowledge's dynamic and interactive nature, highlighting its capacity for communication and transmission.Bhagat et al. (2020) and Davenport and Prusak (2022) underscore the role of knowledge in enhancing productivity, problem-solving, and decision-making through the creation and restructuring of information. These perspectives collectively offer a comprehensive panorama of knowledge's multifaceted nature, emphasizing its dynamic and evolving characteristics.

Cavaleri and Reed (2020) and Davenport and Prusak (2022) further contribute to the discourse by framing knowledge as grounded in social activities and signs, encompassing beliefs, contextual information, and expert insights. They highlight knowledge's embedding within

organisational routines, processes, and practices, emphasizing its fluid and dynamic nature.Viewed from two distinct perspectives, knowledge serves as both a repository of accumulated insights and a dynamic process rooted in logical reasoning. It is both static and evolving, reflecting the duality of its nature as a reservoir of wisdom and a catalyst for innovation and intellectual evolution.Understanding knowledge from these complementary angles enriches our comprehension of its intricate nature and underscores its significance in various aspects of human existence, from individual cognition to organisational development and societal progress. In a rapidly evolving, knowledge-driven world, effective knowledge management becomes increasingly critical, making insights from this exploration timely and essential for guiding organisational practices and enhancing performance.The exploration of knowledge, a cornerstone of human understanding, has sparked profound contemplation and debate across generations. This sectionexplores into the complex and multifaceted nature of knowledge, drawing from diverse perspectives that have evolved over time, offering varied definitions and interpretations of this profound concept.

Central to the challenge of understanding knowledge is the lack of uniformity and consensus in its definition. As noted by Newell et al. (2020), knowledge remains inherently ambiguous and equivocal. This absence of a singular, universally accepted definition has spurred various approaches and taxonomies, each aiming to encapsulate the essence of knowledge from distinct viewpoints.The roots of this philosophical inquiry stretch back to ancient Greece, where the study of epistemology flourished, exploring the nature, sources, limitations, and validity of knowledge. In 360 BC, Plato ventured to define knowledge as 'justified true belief' in his work "Theaetetus" (Project Gutenberg, 2023), a concept that continues to influence Western philosophical thought today.In more contemporary times, Peter Drucker (1993) introduced the term 'knowledge worker,'signaling a paradigm shift in society's perception of knowledge. Drucker argued that in the emerging 'knowledge society,' knowledge had become the primary driver of economic value, surpassing traditional resources like capital and labor.Allee (1997) contributed to the discourse by framing knowledge as a communicable experience, with an emphasis on its dynamic and interactive nature. Leonard and Sensiper (2022) echoed this view, highlighting the tacit dimension of knowledge deeply rooted in individuals' experiences and behaviors.

Bhagat et al. (2020) introduced the idea that knowledge stems from the creation and restructuring of information, aligning with Beckman's (1997) assertion that knowledge enhances productivity, problem-solving skills, and decision-making abilities.In essence, this section provides a comprehensive overview of knowledge's multifaceted nature, emphasizing the complexity of defining and understanding it. The diversity in conceptions of knowledge has significant implications for the study of knowledge management and its role in enhancing organisational performance.The exploration of knowledge's various facets serves as a foundation for subsequent sections, which will explore deeper into knowledge management practices and their impact on organisational performance. In today's rapidly evolving, knowledge-driven

world, effective knowledge management is increasingly vital, making the insights from this section timely and essential.

Furthermore, Cavaleri and Reed (2020) suggest that knowledge, fundamentally, arises from potential acts or social signs grounded in an individual's experiences and beliefs, denoting the capacity for effective action, as described by Argyris (1993). Davenport and Prusak (2022) elaborate on knowledge as a dynamic mix of framed experience, values, contextual information, and expert insight, often embedded not only in documents but also in organisational routines and practices.The multifaceted nature of knowledge invites us to consider it from two distinct perspectives. Firstly, knowledge can be viewed as a repository of beliefs, norms, and information acquired through experience, enabling effective action based on accumulated insights. This perspective portrays knowledge as a static reservoir shaped by past learning.

Alternatively, the second perspective portrays knowledge as a dynamic process rooted in logical reasoning, constantly evolving, and generating new insights. It is a vibrant force driving innovation and intellectual growth, actively shaping our understanding of the world.These perspectives highlight the duality of knowledge, underscoring its role as both a storehouse of wisdom and a catalyst for innovation. Understanding knowledge from these complementary angles enriches our comprehension of its intricate nature and underscores its significance in individual cognition, organisational development, and societal progress.

On the other hand, the Technology Acceptance Model (TAM), proposed by Davis (1989), is a widely used framework to understand technology adoption in organisations. It suggests that users' attitudes towards a technology, influenced by their perceptions of its usefulness and ease of use, shape their intention to use it, which ultimately drives their actual usage behaviour. This model has been applied across various sectors, from online shopping to e-government services, highlighting its versatility and relevance.Studies such as those by Ahn et al. (2004) on online shopping and Tung (2022) on nurses' acceptance of e-logistics systems demonstrate TAM's applicability and effectiveness. Additionally, research by Boyer and Olson (2020) on company culture's impact on internet purchasing and Richey et al. (2022) on technology implementation in retail firms further supports TAM's relevance in understanding organisational behaviors.

Moreover, Autry et al. (2021) extend TAM's applicability by considering moderating factors like supply chain technological turbulence and breadth, showing how these variables influence the relationship between users' perceptions and technology implementation intentions in firms. Overall, TAM provides valuable insights into the dynamics of technology adoption and its impact on organisational performance.The Theory of Constraints (TOC), pioneered by Goldratt, identifies the critical bottleneck within a system that limits its overall performance. This constraint, as defined by Goldratt and Cox (1992), impedes the system from achieving higher levels of efficiency. Originally applied to production systems, TOC has found widespread use in various fields like marketing, project management, and increasingly in supply chain management. In TOC philosophy, attention is directed towards strengthening the weakest link in

a process or system, as it significantly constrains overall capacity, regardless of the efficiency of non-bottleneck elements (Polito et al., 2016). TOC assesses system performance through three key measures: throughput (the rate of generating sales revenue), inventory (the capital tied up in goods for sale), and operating expenses (the costs incurred to convert inventory into throughput).

The Resource-Based View of the Firm (RBV) elucidates how firms establish sustainable competitive advantages by leveraging their unique resources and capabilities (Wernerfelt, 1984; Barney, 1991; Hoopes et al., 2018). According to Wernerfelt (1984), RBV emphasizes firm competencies from a knowledge-based perspective (Prahalad and Hamel, 2020; Conner and Prahalad, 1996), focusing on resources that are difficult to imitate and contribute to superior performance and sustained competitive advantage (Barney, 1991; Prahalad and Hamel, 2020). Firm resources encompass tangible and intangible assets that enable value-creating activities (Barney, 1991; Wernerfelt, 1984). Intangible resources like knowledge yield substantial dividends by enhancing various aspects of production and are thus instrumental in creating strategic advantages (Hitt et al., 2021). These resources may include organisational values, culture, tacit knowledge, and brand image, which confer lasting competitive benefits (von Krogh and Roos, 1995; Prahalad and Hamel, 2020; Collis and Montgomery, 1995; Bogner et al., 2023).

Knowledge Management and Organisational Performance

Knowledge Management (KM) has emerged as a critical organisational capability essential for driving performance improvements and fostering competitive advantage. Gold et al. (2021) delineated a comprehensive model of KM capability dimensions, comprising knowledge management infrastructure capabilities (KMIC) and knowledge execution capabilities (KMPC), which collectively determine an organisation's KM capability. KMIC encompasses technology, structure, and culture, while KMPC includes processes such as acquisition, conversion, application, and protection of knowledge resources.In governmental contexts, KM assumes paramount importance for driving process improvements and enhancing service delivery across organisational boundaries. The effective sharing and dissemination of knowledge within government entities are important for optimizing public services (Sinclair, 2016). Information technology plays a crucial role in facilitating knowledge preservation and diffusion, addressing challenges related to service enhancement and process optimisation.For corporations, KM is indispensable for fostering a competitive edge and enhancing adaptability. Proper management of knowledge resources enables organisations to leverage their intellectual capital effectively, driving growth and performance improvements (Handzic, 2022). Recognizing knowledge as a primary organisational resource, managers must integrate knowledge management into organisational processes to realize its full potential for driving performance and innovation.

KM entails the systematic process of creating, capturing, acquiring, and utilizing knowledge to enhance organisational performance (Kinney, 2022). Whether categorized as collective or individual, the matrix of knowledge underscores its significance as a driver of organisational development and competitiveness. The success of organisations in the

contemporary knowledge-driven era hinges on their ability to leverage intellectual capital encompassing brands, patents, copyrights, and organisational culture. Moreover, the correlation between knowledge sharing and bottom-line performance underscores the strategic importance of effective KM initiatives.The diverse typologies of knowledge, including tacit, explicit, and implicit knowledge, necessitate tailored management approaches to effectively harness organisational knowledge assets. Enabling organisational culture and structure are imperative for fostering a conducive environment for knowledge exploration and sharing.Incorporating knowledge-based systems into public industries for knowledge capture and sharing is paramount for enhancing operational efficiencies and fostering innovation. The evolving focus on knowledge management has propelled advancements in the discipline, reflecting its growing strategic significance across industries (Abdullah & Date, 2023).

Effective communication and trust are foundational elements underpinning successful KM initiatives. Communication fosters human interaction, facilitating knowledge exchange and collaboration (Smith & Rupp, 2020). Trust within organisational contexts reflects the climate of mutual confidence and belief in corporate objectives and leadership, essential for fostering collaboration and knowledge sharing (Ribie're, 2021).Moreover, a reward-oriented organisational culture that incentivizes knowledge sharing and collaboration is essential for driving KM success. Reward orientation emphasizes performance-based reward allocations, incentivizing knowledge sharing and teamwork over individual achievements (Van de Post &DeConing, 1997).

Knowledge sharing (KS) encompasses the dissemination of various knowledge types, including explicit and tacit knowledge, throughout the organisation (Al-Shammari, 2021; Ling et al., 2023). KS facilitates the communication of information, know-how, and skills, contributing to organisational learning and innovation.In conclusion, effective KM practices are indispensable for organisations seeking to leverage knowledge as a strategic asset for driving performance improvements and fostering competitive advantage. By integrating technology, culture, and processes, organisations can develop robust KM capabilities essential for navigating the complexities of the knowledge-driven economy and achieving sustained success.

FINDINGS

The understanding of knowledge, a cornerstone of human cognition, has been subject to meticulous examination and classification by scholars over the centuries. Among the influential figures in this discourse is Michael Polanyi (1966), who delineated knowledge into two primary categories: tacit and explicit. These classifications serve as foundational pillars in comprehending the multifaceted nature of knowledge and have significantly shaped scholarly discourse in various fields.Tacit knowledge represents a form of knowledge deeply ingrained in an individual's subconscious, often challenging to articulate or codify explicitly. Rooted in personal experiences, intuition, and insights, tacit knowledge manifests in skills, expertise, and "know-how" that individuals possess. It is highly context-specific and may include intuitive

judgments, problem-solving approaches, or even bodily movements. For instance, a seasoned chef's ability to intuitively adjust seasoning or a master craftsperson's skill in creating intricate designs exemplifies tacit knowledge.

Due to its implicit nature, tacit knowledge is difficult to transfer to others directly and is primarily shared through personal interactions, observation, and hands-on experience. In contrast, explicit knowledge refers to knowledge that can be easily articulated, codified, and communicated in a formal, structured manner. It encompasses tangible forms of knowledge, such as facts, data, written documents, manuals, and guidelines, which can be readily shared and disseminated. Explicit knowledge is more amenable to being stored in databases, documented in manuals, or transmitted through formal educational settings. For example, scientific theories, procedural guidelines, and mathematical equations represent explicit knowledge that can be easily communicated and understood by others.

Building upon Polanyi's framework, Dorothy Leonard-Barton (1995) introduced another dimension to the classification of knowledge, distinguishing between individual and organisational knowledge. Individual knowledge pertains to the knowledge possessed by individual members within an organisation, encompassing their personal experiences, skills, expertise, and insights. This type of knowledge is often tacit in nature, residing in the minds of individuals and shaped by their unique backgrounds and perspectives. While individual knowledge can be harnessed and shared, it remains closely tied to the unique attributes of each person, making it inherently personal and subjective.

On the other hand, organisational knowledge refers to the collective knowledge within an organisation, encompassing both explicit and tacit knowledge shared among its members. It includes the documented procedures, manuals, databases, and other explicit forms of knowledge, as well as the shared practices, norms, and values embedded in the organisation's culture. Organisational knowledge represents the cumulative intelligence, capabilities, and experiences of the entire organisation, transcending individual boundaries and contributing to its overall effectiveness and resilience. These classifications provide a nuanced understanding of the diverse forms and dimensions of knowledge, highlighting the intricate interplay between tacit and explicit knowledge at both individual and organisational levels. Recognising these distinctions is crucial for effective knowledge management practices, as it informs strategies for capturing, sharing, and leveraging knowledge within organisations. By leveraging both individual and organisational knowledge effectively, organisations can enhance their innovation, decision-making processes, and overall performance in an increasingly complex and dynamic environment.

The findings of the study on factors affecting knowledge management practice on organisational performance among public industries in Libya reveal several key insights into the dynamics at play in this context. Firstly, the study identified organisational culture as a significant factor influencing knowledge management practices and, subsequently, organisational performance. Organisational culture plays a crucial role in shaping attitudes towards knowledge

sharing, collaboration, and learning within the organisation. A positive organisational culture that values and promotes knowledge sharing fosters an environment conducive to effective knowledge management practices. Conversely, a negative or hierarchical culture may inhibit knowledge sharing and hinder organisational performance.Secondly, leadership emerged as another critical factor influencing knowledge management practices and organisational performance. Effective leadership is essential in setting the tone for knowledge management initiatives, providing direction, and fostering a supportive environment for knowledge sharing and innovation. Leaders who prioritize knowledge management, allocate resources, and actively participate in knowledge sharing activities can significantly impact organisational performance positively.

Furthermore, the availability and utilisation of technology were identified as important factors affecting knowledge management practices and organisational performance. In today's digital age, technology plays a vital role in facilitating knowledge sharing, collaboration, and access to information within organisations. Investments in technology infrastructure, such as knowledge management systems, collaboration platforms, and data analytics tools, can enhance knowledge management practices and contribute to improved organisational performance.

Additionally, the study highlighted the importance of human resources in driving knowledge management practices and organisational performance. Skilled and motivated employees who are encouraged to share their knowledge, expertise, and best practices contribute significantly to organisational learning and innovation. Training and development programs that equip employees with the necessary skills and capabilities for knowledge management further enhance organisational performance.Moreover, organisational structure and processes were identified as factors that influence knowledge management practices and organisational performance. A flexible and adaptive organisational structure that facilitates communication, collaboration, and knowledge sharing across departments and hierarchical levels can enhance knowledge management effectiveness. Streamlined processes for capturing, storing, and disseminating knowledge contribute to improved organisational performance.

Lastly, external factors such as regulatory environment, industry competition, and market dynamics were found to impact knowledge management practices and organisational performance. Organisations operating in highly regulated industries or facing intense competition may need to adapt their knowledge management strategies accordingly to remain competitive and achieve superior performance.Overall, the findings suggest that a holistic approach that considers multiple factors, including organisational culture, leadership, technology, human resources, organisational structure, processes, and external environment, is essential for effective knowledge management practices and improved organisational performance among public industries in Libya. By addressing these factors comprehensively, organisations can create a conducive environment for knowledge sharing, innovation, and continuous improvement, ultimately leading to enhanced performance and sustainable competitive advantage.

CONCLUSION AND RECOMMENDATIONS

In conclusion, the study on factors affecting knowledge management practice on organisational performance among public industries in Libya sheds light on the intricate interplay between various factors and their impact on organisational effectiveness. Through a comprehensive analysis of organisational culture, leadership, technology, human resources, organisational structure, processes, and external environment, several key insights have emerged.Firstly, organisational culture has been identified as a significant determinant of knowledge management practices and organisational performance. A positive organisational culture that values and promotes knowledge sharing fosters an environment conducive to innovation, learning, and collaboration. Conversely, a negative or hierarchical culture may impede knowledge sharing efforts and hinder organisational performance.

Secondly, effective leadership plays a crucial role in setting the tone for knowledge management initiatives and fostering a supportive environment for knowledge sharing and innovation. Leaders who prioritize knowledge management, allocate resources, and actively participate in knowledge sharing activities can significantly influence organisational performance positively.Furthermore, the availability and utilisation of technology have been recognized as essential enablers of knowledge management practices and organisational performance. Investments in technology infrastructure, such as knowledge management systems and collaboration platforms, facilitate knowledge sharing, access to information, and decision-making, contributing to improved organisational effectiveness.

Additionally, human resources have emerged as key drivers of knowledge management practices and organisational performance. Skilled and motivated employees who are encouraged to share their knowledge, expertise, and best practices contribute significantly to organisational learning and innovation. Training and development programs further enhance the capabilities of employees, supporting knowledge management initiatives.Moreover, organisational structure and processes have been found to influence knowledge management effectiveness and organisational performance. A flexible and adaptive organisational structure that promotes communication, collaboration, and knowledge sharing across departments and hierarchical levels enhances organisational agility and responsiveness. Streamlined processes for capturing, storing, and disseminating knowledge contribute to improved organisational performance.

Lastly, external factors such as regulatory environment, industry competition, and market dynamics have been identified as important considerations for knowledge management practices and organisational performance. Organisations operating in highly regulated industries or facing intense competition may need to adapt their knowledge management strategies accordingly to remain competitive and achieve superior performance.

In conclusion, a holistic approach that considers multiple factors, including organisational culture, leadership, technology, human resources, organisational structure, processes, and external environment, is essential for effective knowledge management practices and improved

organisational performance among public industries in Libya. By addressing these factors comprehensively, organisations can create a conducive environment for knowledge sharing, innovation, and continuous improvement, ultimately leading to enhanced performance and sustainable competitive advantage.Based on the findings of the study on factors affecting knowledge management practice on organisational performance among public industries in Libya, several recommendations can be proposed to enhance knowledge management effectiveness and improve organisational performance:

Cultivate a Knowledge-Sharing Culture: Public industries in Libya should prioritize the development of a positive organisational culture that values and promotes knowledge sharing. Leaders should foster an environment where employees feel encouraged and incentivized to share their knowledge, experiences, and best practices with their colleagues.

Empower Leadership Support: Strong leadership support is essential for driving knowledge management initiatives. Leaders should actively champion knowledge sharing efforts, allocate resources for knowledge management systems and training programs, and lead by example by participating in knowledge sharing activities themselves.

Invest in Technology Infrastructure: Public industries should invest in technology infrastructure, including knowledge management systems, collaboration platforms, and data analytics tools, to facilitate knowledge sharing, access to information, and decision-making processes. Integration of emerging technologies like artificial intelligence and machine learning can further enhance knowledge management effectiveness.

Develop Human Resources: Organisations should invest in the development of their human resources through training and development programs focused on knowledge management skills, communication, collaboration, and problem-solving. Employees should be equipped with the necessary capabilities to effectively capture, share, and utilize knowledge for organisational benefit.

Optimize Organisational Structure and Processes: Public industries should review and optimize their organisational structure and processes to facilitate knowledge sharing and collaboration across departments and hierarchical levels. Streamlining processes for capturing, storing, and disseminating knowledge can improve efficiency and effectiveness.

Adapt to External Environment: Organisations should continuously monitor and adapt to changes in the external environment, including regulatory requirements, industry trends, and market dynamics. Flexibility and agility are key to successfully navigating external challenges and leveraging opportunities for knowledge management and organisational performance improvement.

Promote Cross-Functional Collaboration: Encourage cross-functional collaboration and knowledge sharing initiatives to break down silos within the organisation. Establish interdisciplinary teams and forums where employees from different departments can come together to share insights, solve problems, and drive innovation.

Measure and Evaluate Performance: Implement performance metrics and evaluation mechanisms to assess the effectiveness of knowledge management practices and their impact on organisational performance. Regularly review key performance indicators related to knowledge sharing, employee engagement, innovation, and customer satisfaction to identify areas for improvement.

Encourage Continuous Learning and Improvement: Foster a culture of continuous learning and improvement where employees are encouraged to seek out new knowledge, experiment with innovative ideas, and learn from both successes and failures. Celebrate achievements and recognize contributions to knowledge sharing and organisational performance improvement.

Promote Knowledge Leadership: Identify and nurture knowledge leaders within the organisation who can serve as champions for knowledge management initiatives. Empower these individuals to drive change, facilitate knowledge sharing activities, and mentor others in best practices for knowledge management.

By implementing these recommendations, public industries in Libya can strengthen their knowledge management practices, enhance organisational performance, and position themselves for long-term success in an increasingly competitive and dynamic environment.

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