THE EFFECT OF KNOWLEDGE MANAGEMENT PROCESS AND
ORGANIZATION CULTURE ON ORGANIZATION PERFORMANCE OF DUBAI
GOVERNMENT DEPARTMENT

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THESIS PRESENTED TO QUALIFY FOR A DOCTOR OF PHILOSOPHY

FACULTY OF BUSINESS MANAGEMENT & ECONOMICS
SULTAN IDRIS EDUCATION UNIVERSITY
2021

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ABSTRACT

The study aimed to determine the effect of Knowledge Management Process (KMP) and organization culture (OC) on organization performance (OP) as well as the mediating effect of organization culture (OC) in the relationship between KMP and OP. This study adopted a quantitative approach and involved a sample of 587 managers, which selected using systematic random sampling. Data were obtained using a designed questionnaire as an instrument. Data were analyzed using correlation and regression. The findings indicated that there was significant correlation between KMP dimension, namely Knowledge Generation (KG) (r=0.706, p<0.01.), Knowledge Storage and Retrieval (KSR) (r=.696, p< 0.01) Knowledge Transfer and Share (KTS) (r=0.355, p< 0.01) and Knowledge Application (KA) (r=0.364, p< 0.01) with OP. The regression analysis showed that R² of 0.636, indicating KMP explained 63.6% of the variances in the OC. The findings showed the significant effects of KG (β=0.406), KSR (β=0.377), and KA (β=0.164) on OC at α=0.05. The findings also showed that R² of 0.742, indicating KMP dimensions and OC explained 74.2% of the variances in the OP, and revealed the significant effect of KG (β=0.100), KSR (β=0.080), and OC (β=0.717) on OP at α=0.05. The findings of the Sobel test further indicated the significant mediating role of OC in the relationship between OP and the independent variables, namely KG, KSR, and KA. In conclusion, knowledge management process plays a significant role to affect organizational culture and organizational performance, in addition to the role of organizational culture as a mediator on the relationship between knowledge management process and organization performance. In implication, the findings highlight that to improve the Dubai Government Department performance; the management should enhance the knowledge management process and improve the organizational culture.

KESAN PROSES PENGURUSAN PENGETAHUAN DAN BUDAYA ORGANISASI TERHADAP PRESTASI ORGANISASI JABATAN KERAJAAN DUBAI

ABSTRAK

Kajian ini bertujuan untuk mengetahui pengaruh Proses Pengurusan Pengetahuan (KMP) dan budaya organisasi (OC) terhadap prestasi organisasi (OP) serta kesan mediasi budaya organisasi (OC) dalam hubungan antara KMP dan OP. Kajian ini menggunakan pendekatan kuantitatif dan melibatkan sampel 587 pengurus, yang dipilih menggunakan pensampelan rawak sistematik. Data diperoleh menggunakan borang soal selidik yang dirancang sebagai instrumen. Data dianalisis menggunakan analisis korelasi dan regresi. Dapatan kajian menunjukkan bahawa terdapat hubungan yang signifikan antara dimensi KMP, iaitu Penjanaan Pengetahuan (KG) (r = 0.706, p <0.01.), Penyimpanan dan Pengambilan Pengetahuan (KSR) (r = .696, p <0.01) Pemindahan dan Pembahagian Pengetahuan KTS) (r = 0.355, p <0.01) dan Aplikasi Pengetahuan (KA) (r = 0.364, p <0.01) dengan OP. Analisis regresi menunjukkan nilai R^2 0.636, yang menjelaskan bahawa dimensi KMP berupaya menerangkan 63.6% varians dalam OC. Dapatan juga menunjukkan pengaruh signifikan KG (β = 0,406), KSR (β = 0,377), dan KA (β = 0,164) ke atas OC pada α = 0.05. Dapatan juga menunjukkan menunjukkan nilai R^2 0.742, yang menjelaskan bahawa dimensi KMP dan OC berupaya menerangkan 74.2% varians dalam OP, serta menunjukkan pengaruh signifikan KG (β = 0.100), KSR (β = 0.080), dan OC (β = 0.717) ke atas OP pada α = 0.05. Dapatan Ujian Sobel seterusnya menunjukkan peranan pengantara OC yang signifikan dalam hubungan antara OP dan pemboleh ubah bebas, iaitu KG, KSR dan KA. Kesimpulannya, proses pengurusan pengetahuan memainkan peranan penting untuk mempengaruhi budaya organisasi dan prestasi organisasi, di samping peranan budaya organisasi sebagai orang tengah terhadap hubungan antara proses pengurusan pengetahuan dan prestasi organisasi. Secara implikasinya, penemuan menunjukkan bahawa untuk meningkatkan prestasi Jabatan Kerajaan Dubai; pihak pengurusan harus meningkatkan proses pengurusan pengetahuan dan meningkatkan budaya organisasi.

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COP	Community of Practice
DC	Dubai Courts
DEGP	Dubai Excellence Government Program
DEWA	Dubai Electricity Water Authority
DP	Dubai Police
GCC	Gulf Cooperation Council
GII	Global Innovation Index
GO	Government Organization
ICT	Information and Communication Technologies
KA	Knowledge Application
KE	Knowledge Economy
KG	Knowledge Generation
KHDA	Knowledge and Human Development Authority
KM	Knowledge Management
KSR	Knowledge Storage and Retrieval
KTS	Knowledge Transfer and Share
OC	Organization Culture
OECD	Organization for Economic Cooperation Development
OM	Organizational Memory
OP	Organization Performance
RTA	Road Transport Authority
SEM	Structural Equation Model
SKA	Sveiby Knowledge Association
SPSS	Statistical Package for Social Science
UAE	United Arab Emirates
UNPAN	United Nation Public Administration Network

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A   Questionnaire

B   Kaiser-Meyer Olkin Measure of Sampling Adequacy

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CHAPTER 1

INTRODUCTION

1.1 Introduction

Knowledge Management has become a strategy that is adopted by most developed countries and organizations to further aid the development of their societies when information, discoveries and inventions have become the main engines of the economy (Hussain & Waseer, 2018). Many organizations claim that they have significant savings from adopting knowledge management techniques in their organizations (Jennex, 2005). The world has gone through two decades of adapting and changing its development plans and programs as a result of knowledge, globalization, and changes in the discoveries of the world, which will continue to effect humanity and societies in the future (Masic, Nesic, Nikolic & Dzeletovic, 2017).

It was difficult for a person to get knowledge only through books. Since the invention of the printer and the spread of books, the world has entered in the twentieth century, which is called the age of the information revolution after its transition from the industrial revolution. Most scientific researches conducted over the past 50 years

concluded that information has become crucial and valuable as well as the fact that it flows in an unimaginable way (Kasasbeh, 2015). Through knowledge capturing, sharing and creation, industrial organizations can improve the process in enhancing the performance and create more possibilities to gain competitive advantages for the organizations (Masa'deh, 2016). Organizations or companies have been encouraged to use knowledge management techniques to maintain their efficiency against other companies. Organizations can gain competitive advantages based on their abilities to learn faster than their competitors. Organizational learning depends on the organization's ability to collect and use knowledge, skills and behaviors that have the potential to enhance its members' learning and improve organizational performances in the future (Ramadan, 2017).

In 2016, His Highness Sheikh Hamdan Bin Mohammed Bin Rashid Al Maktoum, the Crown Prince of Dubai and Chairman of the Executive Council of the Government of Dubai, launched the Emirates Center for Government Knowledge. The Center Operates under the Mohammed bin Rashid School of Government to document the United Arab Emirates(UAE) government experience and to reproduce and share knowledge among government agencies locally, regionally and globally. The Center works in partnership with government and private entities in the UAE. The Center aims to contribute to the dissemination of government knowledge and the promotion of knowledge dialogue through providing a scientific platform and an electronic portal, as well as transferring the best practices and local government experiences (MBRSG, 2018).

Organizational culture has been linked to high levels of performances in any entity whether public or private. On the other hand, knowledge management has been perceived as a strong element in building competitive advantage. In fact, it is considered as a strategic asset for ensuring desired levels of performance are achieved. The era of globalization has led to a knowledge-based economy where organizations need to pursue strategic actions. Government organizations have often been linked to redundancies as compared to the private entities. However, governments across the globe are seeking ways of revamping their performances. Governments, like the UAE, have realized that knowledge is one of the most valuable assets in bolstering productivity of employees (Radwan & Milhem, 2015). The element of knowledge management should be embedded in the organizational culture for the desired deliverables to be guaranteed. The merit of knowledge management is the guarantee in building a culture of learning.

The UAE is a good example of a country that have recognized the value of knowledge management practices. The government has invested significant resources in developing the ICT infrastructure to bolster knowledge management. The culture of excellence in the UAE federal government has culminated into innovative practices to guarantee the desired change (Ngah, Tai, & Bontis, 2016). Knowledge management has become an integral element to the reform paradigms in the region leading to good governance, smart leadership and positive reputation. The purpose of the study is to highlight the mediating effect of organizational culture on the relationship between knowledge management and organization performance of government departments in Dubai. The United Arab Emirates and GCC countries have faced critical challenges

related to the formation and management of knowledge for a long time .The UAE and GCC countries reliance on large numbers of foreign workers to fill the shortage of national skills and knowledge resources. The continued needs for investments in these resources and shoulder the implementation of economic development goals, the region was able to tolerate this reliance due to numerous financial resources, living conditions, improved working and greater integration into the global economy (Zaiden, 2018).

1.2 Background of the Study

Our current age is called the Age of Knowledge because technology and information discoveries have allowed us to raise more discoveries. It is widely known that the Cognitive Revolution, also called the Digital Revolution, is the third type after the Industrial Revolution and the Information Revolution all in which they were based on knowledge. The Management of knowledge is the main factor that can be relied upon to build a developing country (Schwab, 2015). This research focuses on studying the Management of knowledge in Dubai specifically and demonstrates the ability to manage knowledge when it comes from different languages, cultures and religions.

> "In an economy where the only certainty is uncertainty, the one sure source of lasting competitive advantage is knowledge successful companies are those that consistently create new knowledge, disseminate it widely throughout the

organization, and quickly embody it in new technologies and products". (Farzaneh, 2018, p. 39).

Knowledge management in Dubai has been one of the core pursuits towards achieving economic growth. The government has made deliberate effort in developing knowledge management practices that are aligned to the UAE Vision 2021. The theme of 'United in Knowledge' has helped the country to find suitable indicators to evaluate the milestones in developing a knowledge economy (Jahmani, Fadiya, Abubakar, & Elrehail, 2018). For instance, the global innovations index (GII) and the recruitment index for knowledge field employees have proved fundamental. The developments of excellence awards for federal entities have also triggered continued development and learning, in fact, the Mohammed bin Rashid Government Excellence.

Award has been a platform for evaluating performance results for public entities as they adjust their systems towards knowledge management and innovative practices (Rahman, Moonesar, Hossain, & Islam, 2018). The element of knowledge management process has been incorporated in the organizational culture of local entities in Dubai based on the dynamism in the business climate. The advancement of technology has triggered new ways of dealing with public expectations and stakeholder interests. The fierce competition with other countries and the needs to remain relevant in the globalized world has added meaning to the popularity of knowledge management. The government is keen on optimal operations that seek to reduce costs and increase productivity among employees. Knowledge generation has been guaranteed through investments in research

and other experimental initiatives conducted in academic institutions, public entities, and other private organizations (Singh, 2017). The government has been a critical player in knowledge generation through its reforms and investments in research. Knowledge storage relates to the manner in which data is availed in either soft or hard copy to facilitate easy retrieval by the stakeholders. The government has been playing an important role of technical infrastructure to support knowledge repositories. In this case, different stakeholders can search for information and retrieve knowledge without any challenges. Therefore, the flawless infrastructure is crucial in saving time and improving performances in organizations as they seek to access knowledge on different issues.

Knowledge transfer relates to the approach of sending information to different stakeholders for problem solving. The idea is to organize the data sets and create an outlet for knowledge to reach the desired target audiences in the intended format. Knowledge transfer is pegged on impeccable communication between local departments (Calow, 2014).

The government is involved in knowledge transfer by developing economic policies that improve technical infrastructure or creating partnerships with the private sector firms especially pertaining to research on public interests (Rahman, Moonesar, Hossain, & Islam, 2018). One of the important roles of knowledge management is application for problem solving. Knowledge application depicts the process in which knowledge is shared to stakeholders to help in decision making necessary in fulfilling task performances. Applications begin with proper understanding of the importance of

knowledge and end with embedding it in the organizational norms, processes, procedures, and daily operations. The Dubai Knowledge Village is an essential creation of the federal government and other partners to enhance the knowledge economy. It has been fundamental in knowledge application needed to alleviate education problems by linking students across the Middle East with education providers across the globe.

While knowledge management is a vital pursuit for governments seeking positive change in the dynamic world, it has to be aligned to the organizational culture. Organizational culture depicts the values, principles, and norms that should be embraced to provide identity to an entity. A strong organizational culture is built on positive beliefs, values, and practices. For most countries, the culture of public entities is marred with negativities based on redundancies and other elements of poor performance (Birasnav, Goel, & Rastogi, 2012). The modern business environment across the globe dictates flexibility to change and efficiency in varied practices. In fact, the knowledge-based economy is driven by dynamism and departure from bureaucratic structures. The goal is to encourage a culture of productivity, flexibility, efficiency, and innovation in the public sector. The government leaders are encouraged to embrace a flexible mindset to build strong cultures in the tainted public entities. They are supposed to rethink their strategies relative to the private sector entities that are known to exhibit efficiency in their operations. Development of organizational culture is pegged on managerial performances. On the other hand, managerial performances are influenced by a myriad of issues, such as leaders' personal attributes, experiences, and education. The role of a manager in any department is to evaluate the system and eliminate the impediments to

success. The exposure of a manager to knowledge enables him or her to influence the existing conditions in the business environment to such an extent that competitiveness is enhanced (Haak-Saheem & Darwish, 2014). A manager with rich information about the globalized world has the capability of developing a unique culture in the department.

As long as the mindset is built on competitive spirit, employees will be nurtured to appreciate superior performance amid their challenges. A manager should also act as a problem solver by understanding the existing challenges and using the available knowledge to create feasible solutions. As one of the thriving metropolitan regions in the world, UAE is characterized by diversity. In this case, a tolerant culture is necessary to accommodate the pool of expatriates who are core elements in the process of knowledge transfer and share. Both individuals and organizations are on the beneficial side when Dubai takes the path of implementing KM in public firms. At the individual level, employees get the chance to share their experiences, knowledge and learn from each other's mistakes, therefore enhancing performances and improving their skills. At the organizational level, efficiency, quality, productivity and better decision making are the fruition. Groups observed tremendous improvement in the quality and processes cost, as well as gaining the public satisfaction (Wang, Wang & Liang, 2014). Due to numerous reasons, including economic, industrial and cultural, the waves of globalization and the world has become a 'knowledge economy' (Chien, Yuan & Hsiung, 2015), and attention has been shifted to knowledge management which is the key ingredient to organizational excellence.

1.3 Problem Statement

For the past decades, the United Arab Emirates (UAE) has become a rapidly growing economy in the Arabian Gulf region, particularly in Dubai city (Siddique, 2012). Knowledge management strategies for UAE's business organizations must be identified and developed in helping organizations in the country to make the best decisions based on resources they have (Siddique, 2012). Public organizations play integral roles in the economic development of Dubai and the UAE in general. There must be a timely assessment of knowledge-based management initiatives of UAE public institutions and the challenges and barriers they face in the implementation and adoption of knowledge management process.

Organizations work to develop and nurture engagement to reach their objectives. There are more than 120 nationalities in the United Arab Emirates concentrated in Dubai, which will bring different knowledge and information to the society. The total number of workers in Dubai government Departments were 33,122 foreigners and 10,130 citizens at seven departments: Dubai Court, Dubai Health Authority, Dubai Land Department, Dubai Electricity and water Authority, Dubai Municipality, Road and Transportation Authority, Financial Audit Department. (D.S.C., 2015).

The application of knowledge management in Dubai's public institutions creates both employees and organizational benefits and opportunities. Employees have the opportunity to share their experiences and knowledge and learn from each other's, thus

enhance their performances and improve their skills. In knowledge management theory, the sharing of information should be based on explicit knowledge in that it is in tangible forms such as scholarly articles, books and newspapers. The knowledge can also be implicit in a way it can be in a form that can be transferred into a tangible form (Tzortzaki & Mihiotis, 2014). Knowledge management is defined as a range of techniques, tools and human resources used to collect, manage, disseminate and use knowledge to serve all the enterprise's information assets of a particular institution, and the skills possessed by individuals working based on knowledge. Knowledge Management is usually associated with decision-making in institutions (Grover & Davenport, 2001). Knowledge management has become an educational discipline (Muthaiyah, 2014).

Knowledge management theory focuses on people and the relationships that they have and the learning communities including the interactions between individuals and organizations as well as external and internal factors that bring people together to share knowledge (Muthaiyah, 2014). Knowledge management theory also focuses on technology and the design processes is involved in enabling technology to facilitate the storage of information and the flow of knowledge (Muthaiyah, 2014). At the organizational level, efficiency, quality, productivity and better decision-making are the probe. Organizations are seen as a significant improvement in both the quality and cost of their operations and public satisfaction (Cong, Xiaoming and Pandya 2004). The job and organization engagement are related to work outcomes (Singh, 2012).

Diversification of the workforce provides organizations with the privilege of the accessibility to different ideas, skills, and it enhances the organizations' competitive edge (Elmuti, 2001). This diversity of culture firstly entails the variety in the ideas of individuals in the management of knowledge. According to the results obtained in research fields, cultural diversity is a 'double-edged sword' (Milliken, Bartel & Kurtzberg, 2003). Second, this diversification of culture is usually transferred to the institutions in which they work (Argote, Ingram, Levine & Moreland, 2000), Third, the selection of those responsible for these institutions is proportionate to the nature of the institution (Teichler & Cummings, 2015) and lastly, changing and affecting the ideas of other employees in those institutions. In addition, it will also involve a variety of knowledge, which is transferred to institutions by direct or indirect communication at work (Denning, 2011). Knowledge management in entrepreneurial organizations is based on the studies of endogenous growth (Romer, 1994). The knowledge management process consists of four stages: acquisition, storage, distribution, and use of knowledge (Rodrigo & Manoel, 2017). Organizations constantly generate knowledge in different forms. The organizations perspective is based on the ability of organizations to capture and reuse this knowledge to unlock the potential of innovation (Nonaka and Takeuchi, 1995). In organizations, knowledge assets are seen as an essential source of wealth and success in today's globalized and competitive environment. The workforce diversity has direct influence on productivity and performance (Saxena, 2014).

Knowledge management is important to the UAE and GCC (Mohammed *et al*. 2008; Skook & Taher 2010; Ahmed & Dagfous 2010). Despite this expansion of human

capital resources, recent studies indicate that there has been a low return in terms of capturing and transferring knowledge as well as improving performances. One of the main outcomes is the prevailing high level of under-utilization of knowledge and skills, especially in public sectors. This demonstrates that approximately half of the available skills and knowledge resources are not properly recognized and used to achieve organizational goals. Moreover, the GCC countries are fortunate to attract expertise and talent from around the world that enables the region to build basic infrastructure (Al-Yahya, 2009). These sources of knowledge are often found in local markets along with the experience and knowledge they have acquired over the years, resulting in a significant loss for local organizations.

The growth of Dubai warrants the need for the integration of all public agencies, resources and key stakeholders. Dubai's growth rate was projected to be 2.1% in 2019. The growth rate for 2020 and 2012 is 3.8 percent and 2.8 percent respectively. These projections were released by the Department of Economic Development (DED) in early 2019 (Department of Economic Development, 2019). The government of Dubai is aware that economic development will attract advantages and disadvantages for the inhabitants of the city. Knowledge management in the UAE's public sectors will play a crucial role in ensuring that Dubai remains a key economic resource for the country (Biygautane, 2011). The current challenge facing by public sectors in Dubai is not only requiring effective knowledge development but also knowledge management.

Public sectors in Dubai employ many people and thus all government organizations must make use of knowledge-based management as a fundamental resource. Dubai has become a key tourist destination and source of revenue for the UAE (Khan, Woo, Nam, & Chathoth, 2017). The city must retain its continuous growth rate at a sustainable level. The lack of sufficient data on the use of knowledge management in public institutions in Arab states may prove to be a challenge for Dubai (Amayah, 2013). It is therefore important that the relationship between knowledge management with organization culture, and development in public organizations in Dubai is established.

Although knowledge management is being applied by institutions in Dubai, there is limited data that supports its application. The research gap on the use of knowledge management in the Arab public sector has been caused by various factors. A relatively high level of illiteracy, especially on technology, still affects the Arab public sectors. The education system in the UAE is still new. There is a 5% illiteracy level in the UAE (UAE-embassy.org, 2020). This has made it difficult for knowledge management applications in public sectors. Western society has had a growing body of literature on knowledge management compared to the Arab world (Biygautane, 2011). This has been made possible by better technology compared to Dubai and other Arab regions. Dubai's ICT sector remains behind that of major world economies such as the USA and Dubai usually relies on the technological development of the west for its use (Biygautane, 2011). Hence, Dubai will struggle in attaining its full potential in knowledge-based strategies and research.

Knowledge management is still a new field and it is only in the last two decades that knowledge management became a methodically and systematically developed area of practice and application. Since the early 2000s, the governments of the developed countries, especially those that belonged to the Organization for Economic Co-operation and Development (OECD), started to implement initiatives that encouraged the use of knowledge on their institutions. Many GCC countries, including the UAE, were not aware that strategic knowledge management was of vital importance (Biygautane, 2011). There is an existing research gap that has been caused by the lack of substantial evidence to support the use of knowledge-based theories in institutions across the Arab region. Despite this, Dubai has been able to adapt knowledge management in its sectors to improve efficiency and performance.

There is limited research on knowledge sharing in public sector institutions. The shift to a more managerial bureaucratic approach in the public sector necessitated the research on knowledge-based research (Amayah, 2013). Public organizations today are being termed as knowledge-based organizations (Willem & Buelens, 2007). Public institutions have to get used to the competition for resources and alternative services (Amayah, 2013). This creates the need for more research in knowledge-based use in public sectors. The research gap can be solved by allowing more time in studying the impact and applications of knowledge-based theories in public organizations.

In the UAE, a majority of past research on the various facets of knowledge management has mostly focused on private sectors despite the role that they play

(Rahman, Moonesar, Hossain, & Islam, 2018). Private businesses in the UAE such as multinational firms and local firms have not been effectively sharing inter-organizational knowledge (Ahmad & Daghfous, 2010). The lack of data from private firms to help in evaluating the role knowledge management plays in the UAE has created a lack of enough information that public organizations can utilize in the application of knowledge-based theories in their institutions.

However, a few studies were conducted which dealt with one or two variables. Based on the above, the gap is no previous researches (within the limits of the researcher's knowledge) have been done on three variables concurrently: knowledge management, organization culture and organization performance in Dubai government departments.

1.4 Purpose of the Study

This research aims to find ways on how to improve he Organization performance of the government sector institutions in the emirate of Dubai by highlighting the roles of Knowledge Management Process and Organizational Culture.

1.5 Research Objectives

Specifically, this study attempts to:

1. To examine the relationship between knowledge generation(KG) and organization performances (OP) of government departments in Dubai.

2. To examine the relationship between knowledge storage and retrieval (KSR) and organization performances (OP) of government departments in Dubai.

3. To investigate the relationship between knowledge Transfer and share(KTS) on organization performances (OP)of government departments in Dubai.

4. To investigate the relationship between knowledge application (KA) and organization performances of government departments in Dubai.

5. To analyze the effect of knowledge management process (KG, KSR, KTS and KA) toward organization culture (OC) of government departments in Dubai

6. To analyze the effect of knowledge management process (KG, KSR, KTS and KA) and organization culture (OC) toward organization performances (OP) of government departments in Dubai.

7. To study the mediating impact of organization culture (OC) in the relationship between knowledge management process (KG, KSR, KTS and KA) and the organization performances of government departments in Dubai.

1.6 Research questions

Following were the research questions for this study:

1. Is there any significant relationship between knowledge generation(KG) and organization performances (OP) of government departments in Dubai?

2. Is there any significant relationship between knowledge storage and retrieval (KSR) and organization performances (OP) of government departments in Dubai?

3. Is there any significant relationship between the knowledge transfer and share (KTS) and organization performance (OP) of government departments in Dubai?

4. Is there any significant relationship between the knowledge application (KA) and organization performances (OP) of government departments in Dubai?

5. Does knowledge management process (KG, KSR, KTS and KA) affects organization culture (OC) of government departments in Dubai?

6. Does knowledge management process (KG, KSR, KTS and KA)and organization culture (OC) affect organization performance (OP) of government departments in Dubai?

7. Does organization culture (OC) mediate the relationship between knowledge management process(KG, KSR, KTS and KA) and organization performances of government departments in Dubai?
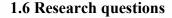
1.7 Research Hypotheses

H1: There is significant relationship between Knowledge generation (KG) and Organization Performance (OP).

H2: There is significant relationship between Knowledge storage and retrieval (KSR) Organization Performance (OP).

H3: There is significant relationship between knowledge transfer and Share (KTS) and Organization Performance (OP).

H4: There is significant relationship between Knowledge Application (KA) and Organization Performance (OP).

H5: There is significant effect of KMP (namely KG, KSR, KTS and KA) towards Organization culture (OC).

H6: There is significant effect of KMP (namely KG, KSR, KTS and KA) towards Organization culture (OC) towards Organization performance (OP).

H7: There is mediating effect of Organization culture (OC) on the relationship between knowledge management process (KG, KSR, KTS and KA) and Organization performance (OP).

1.8 Conceptual Framework of the Research

Despite the growing interest in the concept of Knowledge Management, there is a clear controversy over the definition of Knowledge Management. The concept of Knowledge Management refers to different processes and events by discovering new knowledge.

Knowledge Management is a combination of beliefs and information experiences within a framework that ensures the assessment of information and participation in new experiences (Girard & Girard, 2015). Knowledge Management lies in the organization's ability to innovate. Knowledge Management is the processes and practices used by enterprises to establish and use knowledge sharing (Dalkir, 2005).

Knowledge Management is an organized plan for the creation, generation, acquisition, exchange, transfer and application of explicit knowledge as organizational assets to encourage innovation and enhance competitive advantage (Farzaneh, Isaai, Arasti, Mohammadreza, Mehralian& Gholamhossein, 2018). It is essential to highlight that the national culture alongside the type of knowledge plays a great role in determining how efficiently knowledge is transferred within an organization. The main four dimensions of the cultural effect on the knowledge are individualism or collectivism, uncertainty avoidance, power distance and masculinity/femininity (Yogamalar & Samuel, 2016). This study focuses on emphasizing the concept of Knowledge Management and it is considered the manager of Knowledge Department as the principals and general directors of governmental institutions in UAE and specifically in the emirate of Dubai.
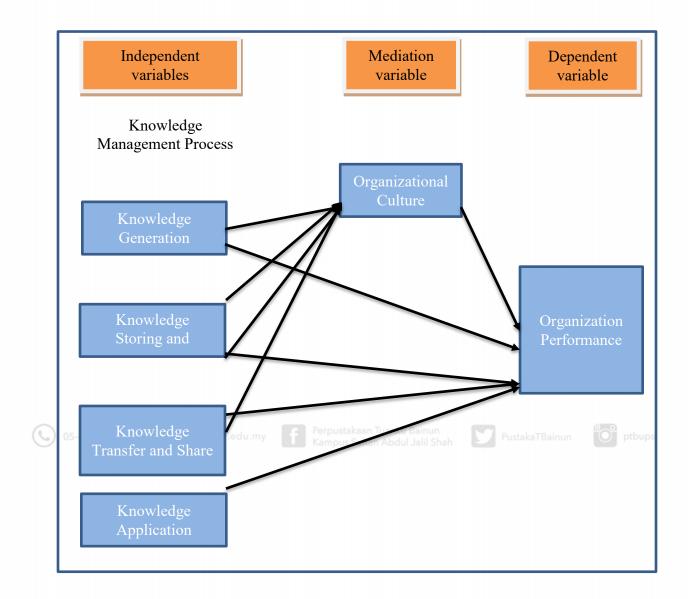
Figure 1.1 Designed Conceptual Framework

1.9 Significance of the Research

The significance of the study is to outline the manner in which culture affects knowledge management and influence managerial performance. The scope of the research revolves around the public entities. In this case, the logic of cultural knowledge management

emerges while assuming certain values must be cultivated within the public entities. The study will reveal the way knowledge management processing affects culture by exposing leaders to information about positive practices. For instance, it is possible for leaders to learn about positive aspiration, reciprocity of trust, and the motivations of knowledge exchange. These values are necessary in creating a culture of learning (Rahman, Moonesar, Hossain, & Islam, 2018). The importance of the study is to deal with an important and vital subject. It focuses on studying the relationship between Knowledge Management in government institutions in Dubai and the diversity of its sources, and how it is managed as well as keeping in pace with the positive and negative impacts of cultural diversity and the relationship of development on the performance of governmental institutions in Dubai.

The growing interest in the concept of Knowledge Management and determining the challenges that force the government to prepare strategic plans on this basis. This study is particularly contributing to show the importance of Knowledge Management in the government sector due to the clear lack of studies conducted to cover the subject of application of knowledge. The study aims at showing how culture dictates the kind of processes and practices that should be part of the knowledge-based system. The study also insists on the element of knowledge possession among the managers in organizations Furthermore; the study reveals the effect of the varied forms of organizational culture on the dimensions of knowledge management.

1.10   Operational Definitions

1.10.1 Knowledge management

The range of techniques, tools and human resources used to collect, manage, disseminate and use knowledge to serve all the enterprise's information assets of a particular institution, and the skills possessed by individuals working based on knowledge. Knowledge Management is usually associated with decision-making in institutions (Grover & Davenport, 2001).

1.10.2 Organizational performance

Organizational performance can be explained as the actual results achieved in the field of work successfully to achieve the objectives of the Organization efficiently and effectively in accordance to available resources and administrative systems, rules, procedures and methods of work (Gavrea, Ilies, & Stegerean, 2011).

1.10.3 Knowledge generation

The continuous process of learning by getting a new context is a new vision of the world and new knowledge in overcoming individual limits and limitations. It is necessary that

Individuals must interact and share implicit knowledge and explicit knowledge with one another. The process of generating knowledge Linked to competitive advantage, the more the process of generating new knowledge is continuous the more this makes the institution successful and has an advantage competitive and durable (Frezza, Moodey, Nordquest & Pilla, 2013).

1.10.4 Knowledge transfer and share

Knowledge share and transfer include the exchange of expertise and capabilities, experiences as well as wisdom among friends, families, and the community as a whole. The role of knowledge as an intangible entity that helps create and retain a competitive upper-hand among other participants is being increasingly recognized by organizations and institutions. In this context, technology plays an important role since it is the most effective and efficient form through which knowledge can be shared and exchanged. What this does is that it can instantaneously improve a person's knowledge base as well as gain diversified information regarding various issues and topics. However, knowledge sharing becomes a task within the field of knowledge management due to inhibitions by certain employees that restricts them from sharing their knowledge with others within his/her organization (Paulin & Suneson, 2012).

1.10.5 Knowledge storage and retrieval

Knowledge storing and retrieval refers to those processes that aim to search, files and access knowledge easily and in the shortest time with a view to retrieving and applying them in solving business problems and using them to change or improve business processes. The extent to which knowledge is at the core of knowledge management is based on the ability to retrieve what is known and what has been learned and put it into the knowledge bases. Recovery is achieved through different methods such as the use of artificial intelligence and statistical analysis (Caroline, Mugun & Loice, 2015).

1.10.6 Knowledge application

The application of knowledge is indicative of the metamorphosis of knowledge into operational processes. Since the application of knowledge pertains to the stock of knowledge available, knowledge input must be utilized in such a manner that it enhances an organization's performance in the process of decision-making. As stated earlier, for organizations to gain an upper hand over its competitors, they must know how to make the best use of the available knowledge, as well as how it can be applied to all of its activities properly. However, an emphasis on planning and discussion rather than the application of the available knowledge may be futile and will only lead to broadening the distance between work and knowledge (Ramirez & Kumpikaite, 2012).

1.10.7 Organizational culture

A set of beliefs, expectations and values shared by the members of the organization that help in system grows within the organization and the need to teach them to new employees, and to recognize and think in a way that serves the organization's official goals. It also focuses on the following items: Harmonizing the organization's situation with the management methods used while taking into consideration the changes in the environment as well as the changes in organizational conditions and management methods (Dhar, 2015).

1.11   Organization of the Thesis

The thesis consisted of five chapters. Chapter 1 presents the introduction as well as the problems of the thesis in general framework, the importance of the research, objectives and the expected results. The chapter also discusses the hypotheses of the study, the conceptual framework, the components and the definition of terms. Chapter 2 explains the theoretical framework of the research and related studies. It demonstrates an introduction to knowledge management, and then narrative about knowledge management in terms of its concept. The chapter also discusses knowledge in terms of its concept and it's different from data and information, knowledge management processes which are represented in knowledge acquisition, knowledge storing and retrieval, knowledge application and the model of knowledge management. Also, this chapter deals

with related studies and applied research related to the subject of the study. Chapter three deals with the methods and procedures adopted by the hypotheses in terms of the study population, sampling unit, procedures, pilot research, design and statistical processing.

1.12   Summary

The first chapter provided an overview of the research beginning with the Introduction and the background of the study. When it comes to Dubai, diversity plays a significant factor in creating Knowledge Management. With over 120 nationalities in the United Arab Emirates largely concentrated in Dubai, this leads to a huge variety of individuals' skills and ideas that spread over and affect their workplace. The study background identified the challenges and risks faced by government sector in Dubai. This study aims to examine the effect of KMP on the performance of the government sector in Dubai. This study aims to examine the effect of KMP on the performance of the government sector in Dubai. The importance of the study focuses on identifying the relationship between KMP in government departments in Dubai and the diversity of knowledge with multiple nationalities. Based on the above, the researcher believes that OC contributes to organizational performance at the government department in Dubai. Thus, the researcher listed OC as predictors that lead to organizational performance. Furthermore, the first chapter presented the statement of the problem, objectives of the study, significance of the study, scope and limitation of the study and definition of terms that consist of conceptual and operational definitions.