

Everyone's Smart University

College of Management

Master of Management



أثر إدارة المعرفة في تحسين الإبداع التنظيمي لدى وزارة النقل في المملكة العربية  
السعودية

**The impact of knowledge management on improving organizational  
creativity in the Ministry of Transportation in the Kingdom of Saudi Arabia**

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## Introduction

Organizations must make the best possible investments in their workforce and unlock their potential for creativity and innovation because of a variety of factors and difficulties, including the technological and scientific revolutions. The use of contemporary technology is essential for businesses to succeed. Whether in the public or private sector, knowledge management is regarded as a modern management strategy to accomplish organizational goals effectively and efficiently. It is an integrated scientific method that aims to improve performance and increase innovation within organizations, whether by enhancing decision-making abilities, providing high-quality services, or encouraging innovators to produce new knowledge in the knowledge society. (Al-Khalifa 2020). A key responsibility of organizational management is knowledge management, which aims to give firms a competitive edge over rivals. Effectively managing these variables is regarded as a significant indicator of organizational performance, regardless of the field of operation, as knowledge management is becoming one of the strategies used to learn and improve 21st-century abilities. This improves organizational creativity among staff members. Therefore, the purpose of this study is to ascertain how knowledge management affects organizational creativity among employees in Saudi Arabian government institutions (Hamdan Al-Salami, 11/5/1443 AH). The study of this proposal will be conducted on the Saudi Arabian Ministry of Transportation.

## Study Problem

Knowledge management relies on providing information and making it accessible to all employees in government agencies in the Ministry of Transportation in Saudi Arabia, as well as benefiting individuals from outside (the local community). It also focuses on harnessing individual

expertise inherent in the minds of its members, thereby excelling in the optimal investment of intellectual capital and transforming it into a productive force that contributes to enhancing employee performance and improving the efficiency of the human element. Moreover, it provides information that aids top management in making sound decisions to enhance organizational creativity among employees in the Municipal Agency (Sherif, 2019). Numerous studies have highlighted the necessity of employing knowledge management to develop management methods, as it has become the optimal approach to overcome various technical, technological, and administrative obstacles and elevate the level of administrations in delivering the best services to their beneficiaries (Al-Ibrahim & Rabie, 2020).

## **Importance of Study**

The importance of the current scientific and practical study lies in the following:

### **The scientific significance**

The following are some implications for science of the study topic: Given the rapid technological and informational improvements of the present period, knowledge management has become an essential prerequisite, with the goal of fostering organizational innovation among employees in Saudi Arabian Ministry of Transportation. This is consistent with Saudi Arabia's Vision 2030, which aims to accomplish this. Additionally, it facilitates the completion of similar studies in knowledge management to enhance employee organizational innovation. As far as the researcher is aware, this is one of the first studies to look at how knowledge management affects organizational creativity among workers in government transportations institutions. (Al-Salami, Hamdan 2020)

## **The practical significance**

With this study, we hope to paint a more accurate image of how knowledge management affects organizational creativity among staff members in Saudi Arabian government transportations institutions. Knowledge management is to offer data that supports decision-making, assisting in the accomplishment of organizational objectives. It also provides policymakers in governmental transportations institutions with input to help them improve the efficiency of their workforce.

This study highlights one of Saudi Vision 2030's primary strategic goals, which is to increase organizational creativity, including the growth of capacities among public sector employees. (Al-Salami, Hamdan 2020)

## **Descriptive statistics**

- 1- What is the role of knowledge management processes in enhancing organizational creativity in the Saudi Arabian Ministry of Transportation?
- 2- What is the impact of knowledge management processes on improving organizational creativity in Saudi Arabian Ministry of Transportation?

## **Analytical statistics**

How do knowledge management processes impact enhancing storage, application, and distribution processes in improving organizational creativity Saudi Arabian Ministry of Transportation?

### **Sub-questions**

- What is the impact of storage processes as one dimension of knowledge management on improving organizational creativity in the Saudi Arabian Ministry of Transportation?
- What is the impact of application processes as one dimension of knowledge management on improving organizational creativity in the Saudi Arabian Ministry of Transportation?
- What is the impact of distribution processes as one dimension of knowledge management on improving organizational creativity in the Saudi Arabian Ministry of Transportation?

### **Objectives of the study**

1. Identify the role of knowledge management processes in improving organizational creativity in the Saudi Arabian Ministry of Transportation.
2. Determine the impact of knowledge management processes on improving organizational creativity in the Saudi Arabian Ministry of Transportation.
3. Investigate the effect of storage processes as one dimension of knowledge management on improving organizational creativity in the Saudi Arabian Ministry of Transportation.
4. Examine the impact of application processes as one dimension of knowledge management on improving organizational creativity in the Saudi Arabian Ministry of Transportation.
5. Explore the influence of distribution processes as one dimension of knowledge management on improving organizational creativity in the Saudi Arabian Ministry of Transportation.

## **Theoretical Premises of Study**

There is no statistically significant impact between knowledge management and organizational creativity among employees in Saudi Arabian Ministry of Transportation.

### **Sub-Theoretical Premises of Study**

- 1- There is no statistically significant impact of storage processes as one dimension of knowledge management on improving organizational creativity in the Saudi Arabian Ministry of Transportation.
- 2- There is no statistically significant impact of application processes as one dimension of knowledge management on improving organizational creativity in the Saudi Arabian Ministry of Transportation.
- 3- There is no statistically significant impact of distribution processes as one dimension of knowledge management on improving organizational creativity in the Saudi Arabian Ministry of Transportation.

## **Literature Review**

### **Studies related to knowledge management**

- 1- A study conducted by (Makzoum, Ajami, and Bari 2021) titled "The Reality of Knowledge Management and Its Role in Achieving Organizational Effectiveness in Private Colleges of Educational Sciences in Lebanon" aimed to explore the organizational perspectives on knowledge management in higher education institutions, specifically in private colleges of educational sciences in Lebanon. The study employed a descriptive methodology and utilized a survey questionnaire to collect data from a sample of 165 teachers. The study yielded several

findings, including the following: Knowledge management is a vital process utilized by universities in producing and generating knowledge; the essence of knowledge management lies in the development of capacities and intellectual assets for building knowledge-based organizations; the application of knowledge management in an organization is evident through its market outcomes; the tasks performed within the university heavily rely on the availability of knowledge; the responsibility of diagnosing, generating, storing, applying, and disseminating knowledge is not limited to a specific entity or individual but is the responsibility of everyone; and collaborative work is facilitated by creating and providing a conducive working environment for team building.

- 2- A study conducted by ( Al-Rabie, Al-Ibrahim 2019) titled "Knowledge Management among School Principals in Irbid Governorate and Its Relationship with School Performance from the Perspective of Teachers" aimed to clarify the extent of knowledge management practices among school principals in Irbid Governorate, as perceived by teachers, and its relationship with school performance. The study utilized a descriptive-correlational methodology, and the sample consisted of 375 male and female teachers in government schools within the directorates of education in Irbid Governorate. The participants were randomly selected, and a survey questionnaire was used as a data collection tool. The results indicated the following ranking of knowledge management processes practiced by school principals: knowledge planning and knowledge organization ranked first, followed by knowledge direction, while knowledge application ranked last. The study also found statistically significant differences in the degree of knowledge management practices attributed to the variable of gender, with females showing higher levels of knowledge management. However, no significant differences were found for

variables such as years of service or educational qualification. The study demonstrated a high level of school performance, and statistically significant differences in determining the degree of school performance were attributed to variables of gender and years of service, while no significant differences were attributed to educational qualification. The study revealed a statistically significant positive relationship between knowledge management and school performance across all domains and in the overall degree.

- 3- A study conducted by (Memisoglu 2016) titled "Revealing the Degree of Knowledge Management Implementation by School Administrators in Turkey" aimed to explore the perceptions of teachers and administrators regarding the effectiveness of knowledge management practices by secondary school principals. To achieve the study objectives, a knowledge management questionnaire was utilized, and interviews were conducted with the study sample. The research tool was administered to a sample consisting of 162 teachers and 35 administrators. The study yielded several findings, including the following: The degree of knowledge management implementation by school administrators was found to be moderate, as principals were utilizing knowledge management in a more effective manner in terms of gathering, exchanging, utilizing, and storing knowledge. Moreover, the perceptions of teachers and administrators regarding the effectiveness of knowledge management practices by school principals were moderate, with differences observed between teachers and administrators, favoring the administrators.
- 4- The impact of knowledge management on the creativity of library professionals: A study in public sector universities in Pakistan (Rahoo et al., 2020) This study aimed to examine the impact of knowledge management on the creativity of library professionals in public sector universities

in the Sindh region of Pakistan. The study utilized a descriptive survey to collect data. Quantitative methods were employed in this study, and the obtained results indicated that knowledge management practices (creation, application, storage, and distribution of knowledge) have a significant impact on employee creativity.

- 5- A study by (Siadat et al. 2015) titled "Factors influencing successful implementation of knowledge management in higher education: A case study of the Science and Research Unit at Azad University" aimed to identify the factors affecting the successful implementation of knowledge management at Azad Islamic University in Tehran. The study employed a descriptive-analytical approach and yielded the following results:

- Organizational culture is the key factor for the success of knowledge management. It is considered a supportive factor for knowledge management in many organizations.
- To ensure the success of a knowledge management program, there needs to be a professional culture that encourages knowledge sharing and creates a trustworthy environment.
- Faculty members should not resist using effective methods to access contemporary knowledge.

- 6- A study by (Moradi et al. 2012) titled "The relationship between organizational culture and knowledge management: An empirical study on Multimedia University in Malaysia" aimed to understand the relationship between organizational culture and knowledge management among academic staff in an academic environment. The researcher employed a descriptive-analytical approach. The study yielded the following results:

- There were statistically significant differences in organizational culture, preferred organizational culture, and knowledge management at Multimedia University based on the variable of age.
- There was a statistically significant relationship between existing organizational culture, preferred organizational culture, and the variables of years of work experience at the university and educational qualification.
- There was no statistically significant relationship between knowledge management and the variable of years of work experience within the university.

### **Studies related to organizational creativity**

- 1- A study conducted by (Tabishat 2020) titled "The Role of Organizational Creativity in the Development of Independent Public Institutions in the Hashemite Kingdom of Jordan" aimed to analyze the concept of organizational creativity and illustrate its application in the development of public organizations. The study also aimed to identify the components and barriers of organizational creativity, as well as the areas of utilizing organizational creativity in the development of Jordanian independent public institutions. The study's population consisted of administrative leaders in Jordanian public organizations. The study concluded several findings, including the following: Organizational creativity significantly contributes to the development of public organizations. There are several components of organizational creativity that should be present in organizations, including having a clear organizational mission, improving work relationships, simplifying procedures, and developing work systems, eliminating complex routine procedures that hinder ideas and creativity, and involving employees in decision-making

processes. The study also identified barriers to organizational creativity that hinder its utilization in the workplace.

- 2- A study conducted by (Al-Abadi 2018) titled "The Role of Strategic Flexibility in Enhancing Organizational Creativity: An Analytical Study in a Number of Ministry of Health Hospitals" aimed to examine the impact of strategic flexibility on organizational creativity in a number of educational hospitals affiliated with the Iraqi Ministry of Health in Baghdad, specifically in the Karkh and Rusafa sectors. The study employed a descriptive methodology and relied on a survey questionnaire as a data collection tool. The questionnaire was administered to a sample of 102 general managers and deputy general managers. The study's key findings include the following: There is a positive relationship between strategic flexibility and organizational creativity, with the variable of expansion flexibility showing the highest correlation with organizational creativity. Moreover, expansion flexibility was found to have the highest impact on organizational creativity among all secondary variables within strategic flexibility.

## **Study methodology**

The descriptive-analytical method, which is the strategy that is most frequently used to examine social and human phenomena, was employed by the researcher to analyze a phenomenon to meet the study's objectives. It is appropriate for the topic of the research because it describes it as it is, analyzes its data, looks at how its components relate to one another, investigates opinions around it, and pinpoints the processes involved and the impacts it produces (Abu Dariq, Faten, 2017). The descriptive-analytical technique, according to (Al-Hamadani 100:2006), "is a method that tries to characterize contemporaneous or current occurrences or happenings. It is a method of structured

analysis and interpretation that gives information about specific qualities of a phenomenon or issue while describing it. It necessitates understanding of the study's participants, the phenomenon being investigated, and the data collection periods.

### **Study Variables**

- Independent variable: Knowledge management is an independent variable that influences.
- Dependent variable: Organizational creativity is a dependent variable that is influenced.

### **Study Tools**

The study relied on a questionnaire as one of the tools that aligns with the nature of the research methodology used in the study for the purpose of data collection and analysis. This choice was made due to its suitability for the study's objectives, methodology, and population, as well as its ability to address the research questions. The survey questionnaire is considered one of the most important and reliable methods for collecting standardized data and information.

### **Fields of Study**

The study focused on the following fields related to the Ministry of Transportation in Saudi Arabia:

- Knowledge management
- Organizational creativity
- Knowledge storage
- Knowledge distribution
- Knowledge application

## Research Limitations

- Objective Limitations: The current study is limited to examining the impact of knowledge management processes on improving organizational creativity in Saudi Arabian Ministry of Transportation.
- Spatial Limitations: The study is confined to the Kingdom of Saudi Arabia, specifically focusing on Ministry of Transportation.
- Temporal Limitations: The study is restricted to the period from 1444 AH (2023 CE) to the present.

## Time plan proposed

The proposed time plan will consist of 10 academic weeks for the graduation research project and will be as follows:

- Weeks 1-3: Stage of selecting an appropriate title for the scientific research.
- Weeks 3-5: Stage of presenting the preliminary presentation of the scientific research.
- Weeks 6-9: Final stage of complete writing and final submission.

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