Survey the effect of organizational culture on knowledge management

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Abstract: Today knowledge is considered as a valuable key in competition. Not only it is known as the foundation for stable development ,but also it is the source of keeping competitive nature of an organization which is an advantage for th e organization. The two fold role of culture, both as the main obstacle and also as the empowering factor in knowledge management activities ,makes the importance of this factor double in efficient managing of knowledge management processes .But first step on this path is that : Do people and holders this Knowledge are ready to support this process or No ? and this requires a culture that is supportive have been made between all agencies is divided , because the organizational culture involves complex parts of values and this attitude of employees and this values can be effective on attitude and behavior of employees in working environments .So the existence of a flexible organizational culture that could focus well on changes and could able to hold success organization in advantage competitive, for excavate , understand and creation knowledge and required its dissemination among is members , it is seems necessary .The aim of the present research is to determine the impact of Organizational Culture on Establishing knowledge management.For this purpose, Organizational Culture according to Daniel Denison theory has been defined in 4 dimensions of involvement on work integration ,compatibility and mission and in this way ,one major hypothesis and four minor hypotheses have been made .The statistical population of the present research is the employees including 217 individuals. Data collecting tool is one questionnaire compilation including an Organizational Culture with 60 questions and a knowledge management with 34 ones..After measuring it's reliablity and validity, it was given to the population being examined. Descriptive and inferential statistical methods have been used to analyze the collected date statistically .Therefore descriptive statistical methods was used to categorize and interpret the collected data and peiarson's test has been used to test the research hypotheses at an inferential level. The obtained results of testing hypotheses indicates the information of all research hypotheses that shows there is a significant impact of Organizational Culture and it's dimensions on Establishing knowledge management in the Organization.

Key words: Knowledge management, Organizational Culture, Knowledge Sharing Innovation, Competitive Advantage

INTRODUCTION

The knowledge-based view of the firm describes companies as institutions that create, transfer, and protect knowledge in a more effective way than markets, which justify their existence and boundaries [1-3]. From a strategic viewpoint, it is also suggested that difference in performance between firms is owing to the heterogeneity of their knowledge bases [4-5]. Thus knowledge would be considered as the main strategic resource of organizations [6-8]. In actual fact, certain types of knowledge are scarce; in general the transfer of this asset is not easy, and complex forms of knowledge are difficult to imitate and replicate [7]. Therefore, the management of the organizational processes which enable certain kinds of knowledge to become a source of competitive advantage for the firm is an essential task to develop [8].

One of the elements which fundamentally affects the capacity of firms to manage knowledge is organizational culture [9-11]. Culture can be considered as an idiosyncratic asset which is accumulated along time and can become a source of competitive advantage if it is valuable, rare, and difficult for competitors to imitate. In addition, it constitutes an important success factor in the knowledge management (KM) process owing to its important role in establishing the firm's strategic framework and its influence on other organizational aspects such as structure, management style, or human resources

management. Promoting company culture should make KM implementation easier, thus contributing to establish a shared organizational vision, commitment in terms of common projects, team work, autonomy in decision making, and a stimulus to continuous innovation [12].

In this paper we try to analyze the influence of culture on the development of certain KM practices and their joint effects on the technological performance of the firm. The intended objective is twofold.On the one hand, the link between exploitation KM processes and technological results will be analyzed, bearing in mind that these kinds of processes permit the firm to recover and disseminate valuable knowledge throughout the organization in order to generate value and improve organizational effectiveness. On the other hand, the presence of a moderating effect of a knowledge-centered culture on the relationship between these kinds of KM practices and technological results is studied. Although an important effort has been made over the last few years concerning the empirical analysis of the relationship between culture and KM processes [13], there is still limited evidence on the interaction effect that is created between culture and KM practices and its impact on firm performance. Moreover, as Alavi et al. argue, most of the works that analyze the relationship between culture and KM practices are focused on both knowledge transfer and creation, and thus other processes such as storage or support tools for KM have been less researched. In this sense, we try to analyze the influence of certain kinds of values on knowledge transfer and storage practices. This will provide us with a comparison between these two processes, their distinctive nature, and offer empirical evidence regarding their effects on the technological performance of the company.

As Grant points out, a series of events which have been produced in the two last decades has resulted in the appearance and consolidation of a new management perspective that includes a host of behavioral, technological, organizational, and strategic theories and contributions. In basic terms, this (KM) perspective identifies a set of processes through which knowledge is acquired, developed, gathered, shared, applied, and protected by the firm in order to improve firm performance. In the strategic management ambit, Grant points out two types of KM contributions in respect of academic and practical area.On the one hand, there is recognition of the existence of two kinds of knowledge which count on different characteristics and organizational implications for the firm. Thus, knowledge can be explicit. Explicit knowledge is that which can be codified and thus incorporated into formal rules, tools, or work procedures, while tacit knowledge cannot be easily codified because it is linked to mental models, ''know-how'' and experience, and can only be transferred through activity. On the other hand, the management of knowledge processes which are focused on the improvement of the generation, acquisition, and exploitation of knowledge in the firm at different levels individual, group, organization also carries importance. Under this guise, knowledge is the firm's main strategic resource and it permits the organization to achieve and hold competitive advantages .Storage, recovering, and structuring of knowledge Storage of knowledge, along with recovering and structuring, is an important aspect in order to achieve efficient management of this resource for the firm. It specifically ensures that the company does not forget everything that it already knows include a number of repositories as components of this concept, amongst which the following are included: written documents; gathered and structured information in electronic databases; human knowledge that is codified in expert systems; organizational documented procedures (e.g., work handbooks); and tacit knowledge which is accumulated in routines and other intangible assets such as the organizational culture and company structure.

Method

Type of applied research and field research methods used. Due to the nature of the study and hypotheses, including descriptive - survey. This study examines the current situation is and what we can offer solutions for improvement. Meanwhile, as the aim of the present study is applied.

In this article, the data is qualitative, and in order to calculate the the volume, formulae relating to that will be used:

$$n = \frac{500*(1.96)^2*0.5*0.5}{500*(0.05)^2+(1.96)^2*0.5*0.5} = 361$$

The reliability of the technical characteristics of the measuring instrument refers to its accuracy over time. In other words, when people follow the same rules as recommended by the same set of numbers for certain behaviors, be allocated. These data are objective. The statistical correlation coefficient between the expression of lower variance is more and more the object's data. One common way to assess reliability using Cronbach alpha coefficient (Cronbach's Alpha) is. This coefficient is between 0 and 1 +. And the reliability of the instrument is closer to 1 + reliability goes up.

In this study, Cronbach's alpha reliability coefficient will be used. Because the instrument used is a standard tool. So reliability is acceptable with this account have changed since the implementation of the

questionnaire, we also knew that we calculate reliability. And the questionnaire was administered to 30 employees of the Alborz Province Court. Then by SPSS-20 software Cronbach's alpha coefficient for the scale and subscales were calculated surveys whose results are given in Table 1.

Table 1: The values of Cronbach's alpha for the questionnaire survey

Cronbach's alpha coefficient	Number of questions	Subscales	Scale
0/932	34	All tools	Knowledge Management
0/763	6	Knowledge creation	
0/721	4	Knowledge	
0/858	7	Distributed Knowledge	
0/762	5	Application of Knowledge	
0/730	6	Knowledge Transfer	
0/860	6	Assessment of Knowledge	
0/965	60	All tools	Organizational Culture
0/943	15	Get involved	
0/838	15	Integration	
0/949	15	Compatibility	
0/870	15	Mission	

In this study, statistical analysis of data from Statistics illation is used as follows: In order to ensure normal distribution of the data Kolmogrov - Smirnov (KS) is used in the case of normal data, parametric statistical tests such as factor Pearson correlation and multiple regression analysis were used. And otherwise, nonparametric tests, such as Spearman's and Friedman used.

Results

Since the measure of all variables, is less than 0.05 (0.95 confidence level) the null hypothesis that the result is based on data normality is failing. (Table 2).Given that both of the variables in each hypothesis, the distribution of non-normal. And taking into account the purpose of the test, the hypothesis that the type of measure used is the Spearman test Tasyrnd.

Given that both of the variables in each hypothesis, the distribution of non-normal. And taking into account the purpose of the test, on assumptions that may affect the assessment of Spearman's test was used.

Table 2 (assessment of data normality)

Result	Significant level.	z	Variable

Reject the null hypothesis	0.000	1.57	H0: the changing culture of a normal distribution. H1: the data are not normally distributed variable of organizational culture .
Reject the null hypothesis	0.003	1.70	H0: the data followed a normal distribution of the variables . H1: the data are not normally distributed variable of knowledge creation .
Reject the null hypothesis	0.000	1.66	H0: variable data to assess the knowledge of the normal distribution. H1: the data are not normally distributed variables, the assessment of knowledge .
Reject the null hypothesis	0.003	1.51	variables, the assessment of knowledge . H0: variable data, knowledge of the normal distribution. H1: the data are not normally distributed variable of knowledge .
Reject the null hypothesis	0.000	1.78	H0: variable data, knowledge of the normal distribution. H1: the data are not normally distributed variable of knowledge .
Reject the null hypothesis	0.000	1.70	H0: The use of variable data from a normal distribution. H1: the data are not normally distributed variables, applying knowledge
Reject the null hypothesis	0.002	1.69	H0: Variable data transfer knowledge from a normal distribution. H1: the data are not normally distributed variable knowledge transfer .

As can be seen from the study of the Spearman hypothesis is used., And Spearman (750/0 = r) is. This indicates that a significant positive relationship between characteristics of the work involved in implementing KM 01/0> P there. And the null hypothesis is rejected. So we can say with confidence that 99/0 is the amount of work involved more employees. The implementation of knowledge management in the organization will increase. (Table 3).

Table 3: Correlation between the characteristics of the work involved and knowledge management

Indexes	Correlation	Value of	Direction of

Variables	type	correlation	correlation
Involved and Knowledge Management	Spearman	0/730[**]	positive

[**]P< 0/01

On the other hand, the correlation between features and components involved in knowledge creation, knowledge, distributed knowledge, application of knowledge, transfer of knowledge and evaluation of the order of 666/0, 662/0, 685/0, 585 /, 449/0 and 480/0, and it represents a significant and positive relationship between features and all the work involved in KM 01/0> P there. So we can say that the amount of work involved, the more employees will increase their knowledge management component (Table 4).

Table 4: Correlation between the characteristics of the work involved and KM

Assessment of Knowledge	Knowledge Transfer	Application of Knowledge	Distributed Knowledge	exposition Knowledge	Knowledge creation	Variables
					0/666[**]	The work involved
				0/662[**]		The work involved
			0/685[**]			The work involved
		0/585[**]				The work involved
	0/449[**]					The work involved
0/480[**]						The work involved

As can be seen, Spearman correlation coefficient was used and Spearman correlation coefficients is (r = 0/600) and this indicates that there is a significant and positive relationship between Characteristics integration and implementation of knowledge management at the level of P < 0/01 and the null hypothesis is rejected. So we can say that with confidence 0/99 that the higher the level of job satisfaction, emotional commitment will be higher (Table 5).

Table 5: Correlation between integration and implementation of knowledge

indexes / Variables	Correlation type	Value of correlation	Direction of correlation
integration and implementation of knowledge	Spearman	0/600[**]	positive

[**]P< 0/01

On the other hand, the correlation between the components of the knowledge creation, integration, knowledge, distributed knowledge, application of knowledge, transfer of knowledge and Assessment of Knowledge, respectively, is 0/412, 0/472, 0/480, 0/483, 0/542 and indicating that there is a positive an significant correlation between Integration and all elements of knowledge management at the level of P <0/01 (Table 6).

Table 6: Correlation between the Characteristics and the integration of elements of knowledge management

Assessment of Knowledge	Knowledge Transfer	Application of Knowledge	Distributed Knowledge	exposition Knowledge	Knowledge creation	Variables
					0/542**	Integration
				0/483**		Integration
			0/480**			Integration
		0/472**				Integration
	0/412**					Integration
0/442**						Integration

**P< 0/01

As can be seen from the study of the Spearman hypothesis has been used. Spearman correlation coefficients $(0.844 = r)$ is., And this indicates that a significant positive relationship between Characteristics-level adaptation and implementation of knowledge management $0.01 > P$ there. And the null hypothesis is rejected. So we can say with confidence that 0.99 is the adaptation of workers to implement knowledge management in the organization will increase. (Table 7).

Table 7: Correlation between integration and implementation of knowledge

indexes ⟍ Variables	Correlation type	Value of correlation	Direction of correlation
integration and implementation of knowledge	Spearman	0/600**	positive

**P< 0/01

On the other hand, the correlation between the components of the knowledge creation, integration, knowledge, distributed knowledge, application of knowledge, transfer of knowledge and Assessment of Knowledge, respectively, is 0.748 ،0.752 ،0.755 ،0.650 ،0.529 and 0.545 and indicating that there is a positive an significant correlation between Integration and all elements of knowledge management at the level of P <0/01 (Table 8).

Table 8: Correlation between Adaptability and implementation of knowledge

Assessment of Knowledge	Knowledge Transfer	Application of Knowledge	Distributed Knowledge	exposition Knowledge	Knowledge creation	Variables
					0.7480**	Adaptability
				0.752**		Adaptability
			0 .755 **			Adaptability
		0.650 **				Adaptability
	0.529 **					Adaptability

						Adaptability
0.545**						

As can be seen, to investigate the effect of job satisfaction hypothesis on organizational commitment of staff of the Ministry of Industry, Mine and business Tehran, Spearman correlation coefficient was used and Spearman correlation coefficients is (r = 0/312) and this indicates that there is a significant and positive relationship between mission and Implementation of knowledge management at the level of P < 0/01 and the null hypothesis is rejected. So we can say that with confidence 0/99 that the higher the level of mission in the organization, Implementation of knowledge management will be higher (Table 9).

Table 9: Correlation between mission and implementation of knowledge

indexes \ Variables	Correlation type	Value of correlation	Direction of correlation
mission and implementation of knowledge	Spearman	0/312**	positive

$**P<0/01$

On the other hand, the correlation between the mission of the knowledge creation, integration, knowledge, distributed knowledge, application of knowledge, transfer of knowledge and Assessment of Knowledge, respectively, is 0.261 ،0.250 ،0.203 ،0.313,0243 and 0.240 and indicating that there is a positive an significant correlation between mission and all elements of knowledge management at the level of P <0/01 (Table 10).

Table 10: Correlation between the mission and the characteristics of elements of knowledge management

Assessment of Knowledge	Knowledge Transfer	Application of Knowledge	Distributed Knowledge	exposition Knowledge	Knowledge creation	Variables
					0/261**	mission
				0/250**		mission
			0/203**			mission
		0/313**				mission
	0/243**					mission
0/240**						mission

Table 11 (Friedman test)

Number	6
Chi-Square	85.208
Degrees of freedom	5
Decision criteria	.000

Test results (value of test criteria is equal to zero which is less than 0.05) and is calculated at 0.95 confidence level, indicates that there is a significant difference between the mean values of knowledge management. (Table 11) Accordingly, the effect of each of these aspects is prioritized in Table 12.

Table 11: Results of Friedman test concerning the ranking Aspects of job satisfaction

aspect	component	Mean	Rank
knowledge management	Salary and benefits	4.4	1
	Nature of Work	3.7	2
	Associates	3.33	3
	Supervisor	3.21	4
	improvement	3.10	5

Table 12 (Friedman test on the ranking of KM)

Rank	Mean	component	aspect
1	2.9	Knowledge Transfer	knowledge management
2	2.84	Knowledge creation	
3	2.77	Distributed Knowledge	
4	2.74	Assessment of Knowledge	
5	2.58	Knowledge exposition	
6	2.52	Application of Knowledge	

As can be seen in the table, the Friedman test, the dimensions of knowledge management, knowledge transfer and application of the highest rank is the lowest rating.

Conclusions

Because of limited financial measures should be considered in areas where resources are appropriate and cost of SETI. As a result of the added value that the best organizations in the development and successful track leads. So we can Bakmk Friedman test to rank the importance of cultural influence touched. And the most important factors that have the greatest impact on future special attention. According to the results of the ranking of the various dimensions of organizational culture are obtained, the mean mission as the most important factor is equal to 2.93. Thus the proposed directors have paid particular attention to this category Tasazman a fast track to mature double cross.

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