The Role of Organizational Cultural Structure on Personnel's Inclination in the Sharing of Tacit Knowledge

Mohamad Mahmoudi Maymand[1], Hesam Aldin Rahmani Baruji[2]

[1]Associated professor of Department of Business Administration & MBA Payam-e Nour University, PO Box 19395-3697, Tehran, Iran
[2]Phd Student in MBA of Payame Nour University, Iran

Abstract— Knowledge management is the most important task of leading organizations in the knowledge age. One of the most important KM actions is to create an appropriate context for knowledge sharing among members of the organization, especially tacit knowledge. One of the main prerequisites for this is the facilitation and supportive organizational culture. Therefore, in this paper, the simultaneous impact of four organizational dimensions (learning culture, participatory culture, knowledge sharing culture and trust culture) on the sharing of tacit knowledge is examined. The research method is descriptive and correlational. The statistical population includes 905 managers and experts of a private company in Iran. By random sampling, 274 of them were selected as sample. The results of the research show that the dimensions of organizational culture have a significant impact on facilitating the tacit knowledge sharing in the organization. These results confirm the necessity of developing an organizational culture supporting knowledge to encourage employees to share knowledge. At the end this paper Provide executive suggestions.

Keywords— Knowledge management, organizational culture, learning culture, participatory culture, knowledge sharing culture and trust culture.

I.   INTRODUCTION

Resources are essential for the survival of any organization. From a variety of organizational sources, knowledge is the only source of distinction. And as a distinct factor, plays a vital role in maintaining the competitive advantage of the organization. (Halo, 2006). Hence, organizations have moved to develop their strategic assets to survive in today's competitive and dynamic worlds, in order to gain competitive advantage with their intangible and intangible resources and resources (Alavi, 2001). Knowledge management plays a key role in transforming learner organizations or knowledge-based organizations. Hence, one of the most important tasks of organizations that seek to exploit their valuable assets (Mounirian, 2007).

Knowledge management is a complex process whose implementation does not work overnight. Effective implementation and application of knowledge management requires a precise and transparent understanding of the factor that affects the process of knowledge validity (to others in 2006). This factor is known as empowering in the knowledge management literature (Shamy Zanjani 2006) Knowledge management capabilities include implementation and factors (2) that are essential for improving knowledge management

activities in an organization (Eichjo and Dikran 1998). Therefore, researchers have introduced and evaluated various structural, cultural, technological, leadership, human resources and factors appropriate for the successful implementation of KM. Through this various infrastructure of knowledge management, this research explores the crucial role of organizational culture in facilitating the sharing of tacit knowledge in the organization, since knowledge management is more than any other aspect of a human-social process. Chenamanni, 2007) and socio-cultural factors on the impacts and probability of successful KM actions in the organization. These infrastructures determine whether employees tend to actively participate in cooperative knowledge management (Asgari, 2011). If organizational culture is not prepared to accept change, the best knowledge management programs may fail to perform, and no level of technological skills or project management skills will succeed in a project (Davenport and Prosec, 1998).

This research tries to explain the cultural requirements needed to persuade employees to share their tacit knowledge with others in the organization and to answer the question that the dimensions of organizational culture (learning culture, participation culture, knowledge sharing culture and trust culture) How can the development of these cultural dimensions enhance the empowerment infrastructure by improving the sharing of knowledge knowledge in the organization? In this section, knowledge management, knowledge sharing, organizational culture and their relationship will be examined. Then, based on this background, the conceptual model of research and research hypotheses will be described. Then, based on this background, the conceptual model of research and the research hypotheses are described. They will be. In the next steps, data collection method, sample number, statistical population and sampling method, validity of the questionnaire and method of data analysis are described. The results of the data analysis are presented below. Finally, based on the research results, the conclusions and applied research proposals for the development of organizational culture as the facilitator of the sharing of tacit knowledge are expressed.

II. THEORETICAL BACKGROUND

Sharing Knowledge

The sharing of knowledge by McDermat (1999) is described in this way when, when we say that a person shares his knowledge, that person guides another person using his knowledge, insights and thoughts, so that he Help make your situation better. In addition, the person who collects knowledge of KHD is the idea of Eisen, and must be aware of the purpose of the knowledge, and its application, as well as the knowledge needs and knowledge gaps of knowledgeable individuals. Hyslope (2009) considers the potential advantage of knowledge sharing in rewards or motivation. Motivation can be used as a tool for extracting, enhancing and maintaining the knowledge sharing behavior among employees. However, a study by Viow and Ziw (3) 2012, Zhang and Neg (4) 2012, Anya (5) 2010, showed that incentives do not affect knowledge sharing practices. It is a trigger for knowledge sharing, and cannot be a force to maintain it in shaping one's attitude. In many situations, organizational factors such as job involvement and job satisfaction, performance appraisal and cognition also act as a stimulus to increase the knowledge of employee-sharing behavior among employees. In addition, organizational culture, senior management support, and organizational communication influence information sharing behavior (CDC and 2015 Hong Kong).

The Importance and Place of Knowledge Sharing

Many believe that sharing effective knowledge is one of the most prestigious ways to make key competencies and gain competitive advantage. Knowledge sharing is important enough that many have accepted that knowledge management depends on the effective sharing of knowledge. As Buck and Kim (2002) argue, knowledge sharing is the most important part of knowledge management. In fact, the tool by which knowledge is shared and the factors facilitating the sharing and transfer of knowledge are fundamental issues of knowledge management (Renesal 2008)

Knowledge sharing can be seen as an organizational innovation through its fundamental role in creating new ideas and creating business opportunities through the process of socializing and learning the personnel of the organization.

Key Success Factors for Knowledge Sharing

Sharing knowledge efficiently and efficiently creates a sustainable competitive advantage for the organization, which cannot be easily imitated by competitors. But sharing knowledge is not worthwhile for employees and organizations, unless individuals who need specific knowledge at the right time receive it and use it. One of the problems that most research on knowledge management faces is the lack of a general theory of knowledge sharing that can be used by all organizations, and there is no way to guarantee success in knowledge sharing, And each organization has to identify the key factors that guarantee its success in this field and, by investing and paying attention to these factors, tends towards a

sustainable competitive advantage (McDruckot and O'Dell 2001).

TABLE I. Key factors affecting knowledge sharing.

Knowledge sharing factors	The writer
Job Satisfaction, Job Engagement, Organizational Commitment, Organizational Behavior	Teh and Sun 2010
Incentives, mutual benefits, credit enhancement, loss of knowledge, pleasure from helping others, organizational climate and technology	Wu and Zhu 2012
Achieve success, responsibilities, cognition, operational strength, upgrade opportunities, challenge the job	Hendriks 1999
Perceived embarrassment, rewards, reduced workload, knowledge feedback, personal relationships, automatic knowledge gains	Zhang and Ng 2012
Knowledge technology, motivation, reward system, trust, leadership capability, formalism	Eze 2013
Individualism, Collectivism, Social Networking, Trust, Shared Purpose, Driving System, Metaphoricalism, Autoimmunity, Attitude	Fathi 2011
Attitude, Intent, Technique of Personal Technology	Chattzaglie and varmici2013
Incentives, mutual benefits, increasing fame, losing power of knowledge	Anitha 2006
Personal competitive loss, trust, expectation, participation, learning, ability, fairness, supportive leadership, openness and information and communication technology	Yee 2010
Self-efficacy attitude, subjective norm, rewards, social networks, trust	Jolaee 2012

III. ORGANIZATIONAL CULTURE

An organizational culture is a combination of values, fundamental beliefs, and behavioral models. A review of the literature of the field of organizational culture shows that there are various definitions of culture. Edgard Shine defines organizational culture as a model of fundamental assumptions, values, norms, beliefs, and objective symbols that are common to members of the organization and they allow them to have a common understanding of meanings. (Shine 2006). According to many thinkers, organizational culture has a very important impact on the success of KM project management projects (Davenport and others 1998; Gould et al. 2001; Jang Ye et al. 2006). The characteristics of knowledge organizations are: excellent performance, customer orientation, emphasis on improvement, high levels of learning, innovation, tendency to excellence, flexibility and adaptability, high level of expertise and knowledge, self-empowerment, activity, valuable expertise and knowledge. Common (Marawolus 2003 - Nortus 2004). Such cultural organizations have value for knowledge and factors such as learning, experience, expertise and innovation (Davenport and Pussac 2000). Proper knowledge-based culture should have a positive tendency to share knowledge and innovation (Davenport et al. 1998). For a knowledge management system to be effective, it must have a culture of knowledge sharing. It should be noted that in technological innovation, this technology must adapt itself to the existing culture, vice versa (Grote & Beitsch 1991, quoted by Alan Pachy 2006). Some of the most important features of organizational culture facilitating knowledge management practices are:

Participatory culture: Employee insight focuses on how all employees can effectively contribute to the goals of the

organization. The collaborative environment creates opportunities for knowledgeable people to freely divide their knowledge and make them more successful knowledge management programs (Alavi & Lieder, 2001)
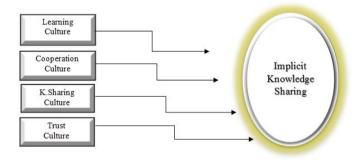
Learning culture: Organizational learning is revealed in a complex, continuous, continuous, and dynamic process. And the result of this process is organizational knowledge. The existence of a culture of encouraging learning in an organization increases the organization's ability to create, preserve, transfer, and share and use knowledge (Chenamani 2006).

Knowledge sharing culture: Most people think of key knowledge as the source of power, leverage, or guarantee of their career continuity, and they are reluctant to share it with others (Wed 2002). Creating a culture that Nessem advocates for knowledge rather than hoarding is a requirement of knowledge management (Asgari, 1392).

Trust culture: Confidence is a psychological state in individuals. And it relates to the likelihood of a person being evaluated by someone who performs a specific action with another group (Strom & Iron 2003). When individuals feel fully trusted in their interactions with others, they will have a greater willingness to exchange knowledge and social interactions (Levine and Cruus, 2004).

Conceptual model – research

Considering the crucial role of socio-cultural factors in carrying out KM actions (Hisslop 2012) and the impact of organizational culture on employee performance (Robbins, 2000), organizational culture can have a significant effect on knowledge management practices. In this research, the dimensions of trust culture and the culture of the sharing of tacit knowledge are facilitated (learning culture, participation culture, trust culture, and culture of knowledge sharing) as independent variables. And the sharing of tacit knowledge is also the dependent variable of this research. Based on this and based on theoretical studies, the conceptual framework of the research is presented in form.

Research hypothesis

Based on the goals and questions of research and the history and review of research and the conceptual model of research on the impact of organizational culture on the sharing of tacit knowledge, the hypotheses developed in this study are presented as follows: 1) The learning culture has a significant and positive effect on the sharing of tacit knowledge. 2) The culture of participation in the sharing of tacit knowledge has a

significant and positive effect. 3) The culture of knowledge sharing on the sharing of tacit knowledge has a significant and positive effect. 4) Trust culture on the sharing of tacit knowledge has a significant and positive effect.

Research Psychology The present research is applied from the perspective of the target. Because the results of its findings can be used to enhance the effectiveness of knowledge management in the organization. In terms of how data is collected, descriptive research is considered. Because he tries to use the questionnaire to gather the required information from the current state of the statistical sample. There is also little research on time, cross-sectional and data type.

Society and sample The survey population included 905 managers and experts of a private company in Tehran. In this research, stratified sampling method was used. Sample size based on the sampling formula of the limited population includes 274 people.

Information gathering tool The primary data collection tool is a questionnaire of 22 questions which has been used as a Likert spectrum. Which has 6 questions for measuring the dependent variable and 4 questions are also used to measure each of the independent variables. To assess the validity of the questionnaire questions, the views of the university experts were used. In order to test the final questionnaire, the sample included 30 pre-test questionnaires, and then the obtained data and using SPSS software, the confidence coefficient was calculated using Cronbach's alpha And 91%. Information Expedition and Analysis In this research, we use the structural equation model to analyze and analyze the data obtained from the samples and to examine the existence or absence of a simultaneous relationship between the variables of the research.

Research findings Confirmatory factor analysis has been used in two stages to examine the relationship between the indices and the desired concepts. In the first step, how and how the measurement indicators of each dimension (questions of the questionnaire) and the dimensions are studied, and, secondly, how and how much each of the dimensions and the main concept of interest are considered. . In other words, in the first step it is examined how far each of the branches used in the questionnaires can explain the desired dimension. In the second step, it is examined which of the dimensions considered for each concept is to what extent it relates to that concept and can explain it. The results of the factor analysis of the dimensions considered for organizational culture are shown in the table.

Result	Meaningful	Standard factor	Dimensions	Factor
Confirm	13/84	%0/99	Learning culture	
Confirm	13/70	%0/95	Partnership culture	Organizational
Confirm	11/15	%0/69	Knowledge sharing culture	Culture
Confirm	16/21	%0/95	Trust culture	

To examine the existing status of the sharing of tacit knowledge and its organizational culture facilitating it in the

statistical society, the average of one community has been used. The results of this table review are outlined.

TABLE. Test of the average status of existing knowledge management dimensions in the statistical population of the study Number of test pieces (cutting point) = 3.

95% confidence interval		Average difference	meaningful	Degrees of freedom	T value	Dimensions	Factor
upper line	Bottom limit						
-4483	-6539	-55109	000	273	-10/552	Sharing knowledge	
0/5622	0/666	0/5644	0/000	273	-10/862	Learning culture	
0/3856	0/5973	0/4914	0/000	273	-9/141	Partnership culture	Organizational Culture
0/3025	0/5262	0/4233	0/000	273	-8/102	Knowledge sharing culture	
0/0404	0/2461	0/14325	0/006	273	-2/743	Trust culture	

Based on the results of the test, and given the fact that the upper and lower limit of the knowledge sharing variable is both negative and ($3 = \mu$). The assumption of zero is accepted and its opposite is rejected. That is, this variable is not in a proper position. The present situation of learning culture, the culture of knowledge sharing and trust culture is also being studied in the statistical society. But the culture of participation in this organization is in a moderate situation. Because the upper and lower limit is related to that one is positive and the other one is negative.

Test of research hypotheses Pearson correlation coefficient test was used to test the research hypotheses and to examine the relationship between each dimension of organizational culture and knowledge management, the results of which are presented in the table. If A meaningful number of effects outside the range of 1.96 and 1.96, the significance of the impact of organizational culture on the sharing of knowledge is confirmed.

TABLE. Positive and significant impact of organizational culture on knowledge management activities.

Result	Meaningful number	Path coefficient	Direction	Hypothesis
Confirm	9/53	0/89	Positive Impact of Organizational Culture on Knowledge Management Activities	the original
Confirm	9/04	0/67	The positive impact of learning culture on knowledge management activities	1
Confirm	9/55	0/58	Cultural Impact of Participation on Knowledge Management Activities	2
Confirm	14/25	0/86	The positive impact of knowledge sharing culture on management practices	3
Confirm	13/95	0/82	The positive impact of trust culture on knowledge management activities	4

In order to be seen in the table, all five of the reviewed works in the hypotheses are meaningful and important. That is, both the positive impact of organizational culture and all four of its examined dimensions were confirmed on KM actions. Meanwhile, knowledge sharing culture has had the most positive impact on knowledge management activities (0.86). The positive impact of the learning culture on the knowledge management practices is consistent with the results of the research by Birnasova and Rangkak (2010). The facilitator of the knowledge management culture is also in line with the results of Alavi's research and Leiden (2001) and Leiden (2003). The result of the knowledge sharing culture is consistent with the results of the research conducted by Chanamanani (2006) and Goodwin (2009). Confirming the role of interpersonal trust in facilitating knowledge management activities is also a result consistent with the results of research conducted by Chenamanni (2006), Alan Pachy (2006) and Shami Zanjani (2009).

The contribution of this research to the history of this field has been to examine the simultaneous effect of these cultural dimensions in the context of the concept of cultural capital and provide solutions for the development of this value-added capital.

IV. CONCLUSION

This research studies the simultaneous impact of four dimensions of organizational culture on the sharing of tacit knowledge. The theoretical framework developed to advance this research was to justify different types of organizational culture and knowledge sharing. The final and theoretical validity of the research framework has been confirmed. Findings of the research The role of Nessailer confirms the four dimensions of organizational culture (learning culture, participation culture, knowledge sharing culture and trust culture) on the sharing of tacit knowledge. These findings add new knowledge about organizational culture in KM. Organizational culture supporting knowledge activities can also play an important role in creating the necessary conditions for the effective conduct of knowledge management activities. Knowledge sharing is more effective and easier in an organization where values and norms such as trust, participation, collaboration, learning and knowledge sharing are valuable and valuable. The more creative the staff, the more team-mates, are more interested in sharing and sharing ideas. Knowledge sharing is only done if the organization's culture supports it.

Suggestions

Organizational culture is the bedrock of knowledge management practices that play an important role in shaping employee attitudes about knowledge sharing and their readiness to participate actively in this work. The culture that dominates the organization can be an important facilitator or barrier to knowledge sharing. The development of organizational culture supporting and facilitating the sharing of knowledge is difficult and time-consuming, despite the importance of this. In the following, there are suggestions for the development of each aspect of organizational culture.

- *Participation culture*: To promote the culture of participation in the organization, the following actions will be effective: Creating the right environment for active participation of employees in decision making, encouraging employees to work together to enhance organizational performance, creating a climate of mutual cooperation and mutual empathy among members of the organization, creating teams Collaborative work and informal interactions between employees, emphasis on collective performance in evaluating performance, teaching communication skills and teamwork to employees.

- *Learning Frequency*: Some of the most important ways to promote the learning culture in the organization are to encourage the creative efforts of employees, use new ideas for reforming work processes, formulate regular sessions to solve problems, and learn from experiences. , Holding seminars, developing in-service training programs, developing creative staff skills.

- *Knowledge sharing culture*: The steps that can be taken to encourage employees to share and share their knowledge and experiences with each other include: Encouraging employees to transfer their knowledge and experiences to others, documenting the knowledge and experiences of staff leaving the organization. Or upgrading, holding sessions for the transfer of experiences, using coaching and teaching methods - student and storytelling, developing seminars and conferences, giving value to informal meetings and staff.

- *Trust culture*: To strengthen trust among members of the organization, these actions are proposed: developing friendly relationships, encouraging staff to help solve each other's problems, encouraging honest behaviors, emphasizing on promises and commitments, paying more attention to meritocracy in the organization.

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