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INVESTIGATING THE ROLE OF CULTURAL FACTORS ON IMPLEMENTING KNOWLEDGE MANAGEMENT IN ORGANIZATIONS

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ABSTRACT

The successful entry into the age of knowledge requires various structural, cultural, technological, and human prerequisites. It is a subject that has been neglected from the point of view of many people. Meanwhile, many organizations have focused on managing knowledge in the organization. In general, knowledge and information have become a determining factor in the success and competitiveness of organizations, and knowledge management has been proposed as one of the newest organizational topics in management science. Knowledge management increases productivity, improves the quality of managers' decision-making, makes customers more satisfied, and fulfills the basic needs of society. The rapid changes in the economy, which is based on knowledge, have prompted companies and organizations to try to implement knowledge management. This goal will not be possible until the organizational culture for the successful implementation of knowledge management is provided. Therefore, investigating the impact of organizational culture as one of the main factors in the knowledge management of companies and organizations seems very necessary. The basic question of the research is, what are the cultural factors required for the successful implementation of knowledge management?

This article is descriptive research, and the library method has been used for theoretical studies and compilation of research literature on the opinions of thinkers and experts.

Keywords: Organizational culture, knowledge management, human resources, cultural factors

INTRODUCTION

Age of knowledge or knowledge is a new title that refers to the present time and the near future. To optimally use the knowledge capital in organizations, a new field of management called knowledge management has emerged to help maintain the organization's competitive advantage by linking the organization's strategy and the knowledge management strategy in providing the right knowledge at the right time while improving the knowledge processes and for the right person. Today, in the literature of management and economics, we see the emphasis on the role of knowledge as a vital resource for maintaining competitiveness and profitability. Knowledge management helps organizations to have an effective knowledge process. Organizations must take advantage of existing knowledge and create new knowledge to choose the market, and knowledge management helps them. Companies should keep in mind that establishing any system in the organization requires special preparations according to the different conditions of that organization, and if it is not prepared, it is impossible to establish it successfully. Knowledge

management in the new era is not only limited to coded and documented knowledge, but also many organizations and companies worldwide rely on their implicit and explicit knowledge to improve their competitive position and increase their effectiveness and productivity. To achieve this goal, knowledge management is to capture employees' wisdom and value-added experiences and implement the recovery and maintenance of knowledge as assets of the organization.

Nowadays, knowledge is the most important tool of competition in current and future markets. Although many organizations have invested in knowledge development at different levels and have been successful, many organizations have also failed. The lack of proper mechanisms for evaluating and implementing knowledge management has turned this investment into an additional cost in managers' minds. The knowledge management process helps organizations to perform their mission well and achieve their vision and goals. (Tolai, 2010).

Amazing developments and transformations have accompanied the current period of human life. Almost every organization has faced some kind of change in its information systems. Today, the state of information systems in terms of the speed and diversity of communication flows is such that it cannot be compared to the past ten years (Crawford 2005).

Since the 1990s, knowledge management has become a kind of management fashion and style, and it refers to the systematic and coherent process of coordinating the wide activities of the organization, including the acquisition, creation, storage, sharing, dissemination, and application of knowledge by individuals and groups to achieve organizational goals (Rostogi, 2000).

One of the issues that worries organizations today is quick changes in the workplace, which in turn causes competition between organizations to increase. According to experts, the only thing that can help organizations is to use the existing knowledge of the organization and guide this knowledge in the direction of progress. Studies show that the discovery and distribution of knowledge at the organizational level positively affect the speed and quality of the organization's performance.

Improving the speed and improving the quality of the organization's performance also increases customer satisfaction, but what is important is managing the organization's knowledge, which requires knowledge management (Rohi Zahraei, 2009).

An organization can control its equipment much more easily than its knowledge. Knowing and maintaining knowledge and circulating and applying it in the organization is important. Knowledge infrastructure is a mechanism through which the organization manages knowledge (Ahmadi, Salehi 2011). By relying on superior knowledge, organizations can make more reasonable decisions on important issues and improve knowledge-based operations. Therefore, knowledge management is considered more important than knowledge itself because knowledge management in organizations seeks to explain and clarify the way to transform information and knowledge of individuals and organizations into individual and group knowledge and skills (Ramazani keshavarzi 2009).

The organization successfully implements knowledge management when the cultural background suitable for this system has already been established. Guiding the existing



knowledge in an organization is a human thing and related to human resources, and it is a function of the culture of organizational employees (Tabarsa, Ourmazi 2007).

According to Robert Quinn, knowledge of culture is also a fundamental step for understanding organizations and employees' behaviors and performance because, with the lever of culture, it is easy to facilitate changes and stabilize new orientations in the organization. Therefore, the organizational culture is simply an essential factor in the organization's success and the realization of the long-term goals of the organization. Unfortunately, in many organizations, fostering organizational culture as the most important task of managers is not considered, while organizational culture affects all aspects of the organization, and in every organization, it is not far from the influence of culture (Goudarzvand et al., 2010).

MATERIALS AND METHODS

Knowledge management

Nowadays, all working and scientific groups admit that organizations must work around the axis of science and knowledge to have a continuous and stable presence in business and competition. Knowledge as a resource is necessary for the survival of organizations, and the condition for the success of organizations is to achieve deep knowledge and understanding at all levels. However, many organizations have not paid serious attention to knowledge management. According to Peter Drucker, the secret of the success of organizations in the 21st century is knowledge management.

Today, the capital of an organization is not only financial and physical capital, but knowledge capital is more important than these two capitals. Knowledge management in an organization consists of strategies and processes that can meet the knowledge needs of the entire organization, customers, and employees. Some others also state that they consider knowledge management a broad process that focuses on identifying, organizing, transferring, and using the correct information and internal organizational experiences. The reason for the neglect of many organizations towards knowledge management is the different understanding of this category in organizations.

To implement knowledge management, a relatively long period is needed to provide intellectual and cultural, skillful, and educational bases of knowledge centers and to provide technological bases. (Moradzadeh et al., 2014).

Studying and examining the evolution of knowledge management from the past until now shows changes in the type and manner of human thinking. Once upon a time, money, wealth, and material possessions were considered a form of power, but today, having a philosophical thought, a new thought, and how to apply it in the right direction is considered power. Once upon a time, only output and quantity were important, but today, human resources within the group of managers, teachers, students, and learners' learning quality in a world where competition between organizations is intense. The use of management tools and advanced and new technology is the basic condition for the success of an organization, including an educational organization (Mohvedzadeh (2008).



The main capital of today's production and service organizations is the knowledge they have access to. Organizations can be leaders that are able to use the most, most reliable and up-to-date human knowledge in their business field, and by capturing their own knowledge and the value-added experiences of employees, as well as simplifying, retrieving and maintaining knowledge as intangible assets. Organization's concrete, make optimal use of it. (Ansari et al., 2014).

In this way, it can be said that organizational knowledge refers to thoughts, ideas, and lessons learned over time, which are imprinted in people's minds in different ways, such as practical experience, reasoning, reflection, reading, and listening. This knowledge can be explicit and obvious with effort. Competitive advantage for the organization is achieved when it values its tacit and explicit knowledge (Sidler and Hartman 2008).

Knowledge management is a comprehensive approach to identifying, capturing, sharing, and evaluating an organization's information capital. This informational capital may be data, policy documents, and procedures (Gartner Group, 1999). Knowledge management occurs when the organization produces wealth from its knowledge or intellectual capital (Mohvedzadeh, 2008). Knowledge management means effective and efficient creative use of all knowledge and information available to the organization for the benefit of the customer and, as a result, for the benefit of the organization (McDonald's 2002). Knowledge management is the use of individual and collective experience and knowledge through the process of knowledge production until its application with the help of technology to achieve the organization's goals (Baghaeina, 2007)

Knowledge management, a branch of the learning organization literature, is an important basis of modern organizational management today. Its basic philosophy is that intellectual resources can be considered reliable and stable assets, and by investing in them, organizations can take steps to achieve their goals (Mesa and Testa, 2009).

Knowledge management as a necessary and fundamental part of the organization's success includes various organizational ideas, including strategic, economic, behavioral, and managerial innovations (Zaafarian et al., 2008).

Currently, individuals and organizations have gradually realized the very important role of knowledge in competitive environments, and this phenomenon has established its position among other sources of wealth production in a relatively short period. Accordingly, many believe that knowledge management can be effectively used in current conditions for specialized activities (Noordin, 2009); however, most organizations lack methods and strategies for knowledge management (Rawley, 1999). Knowledge is still the first step in industries, and its structure and processes have not been sufficiently developed (Patrick et al., 2009).

Unlike other techniques, it is often not easy to define knowledge management because it involves various concepts of managerial tasks, technologies, and practices. Knowledge management is a set of processes to understand and apply the strategic source of knowledge in the organization. Knowledge management is a structured approach that establishes procedures for identifying, evaluating, organizing, storing, and applying knowledge to meet the needs and goals of the organization (Jaafari and Kalanter, 2003).



The two main goals of knowledge management can be expressed as follows: to act intelligently with the organization's activities to successfully understand and understand the value of the organization's best knowledge assets, i.e., human capitals (Vig and Cherman, 1997).

Functions of Knowledge Management

Creativity

Innovative efforts in the organization are the result of investing in knowledge management. By properly managing the creativity and innovation of its knowledge workers, the organization's management can make it possible for them to use these people in organizational issues that require new solutions (Farahani, 2009).

Organizational creativity and innovation are of special importance according to the situation and conditions. Naturally, various organizations will have special or critical and emergency conditions. In this situation, creativity and innovation will be more vital than creativity in the activities of all kinds of organizations in normal conditions. Therefore, organizations must provide conditions for creativity and innovation to emerge continuously and continuously, and creating such conditions is one of the tasks of knowledge management (Farahani, 2009).

Organizational Leadership and Intelligent Decision-Making

Appropriate leadership is considered one of the organizations' main success factors in benefiting from knowledge management's advantages (Farahani, 2009). Referring to the main functions of leadership, Alex and David Best also list some of its essential capabilities. Leadership's main function is to build organizational culture and shape its evolution. Leaders must shape the design of the organization's structures and its policy so that the best common mission can be achieved. To do this, they should model desirable behavior, communication, organizational vision, and strategy and insist on implementing necessary policies and regulations.

In a society based on information and knowledge, knowledge management as the main tool and basis of leadership and intelligent decision-making makes it possible to make accurate and systematic decisions based on the conditions of time and place (Farahani, 2009).

Promotion of Organizational Culture

According to Hargaven, those organizational cultures that are extremely formal and rely heavily on regulations and standard operating procedures may put knowledge management at a disadvantage. Reconstruction and improvement of organizational culture in the direction of stimulating and empowering support for knowledge forces in producing, sharing, applying, and storing new knowledge is at the heart of knowledge management procedures. The intensity of this transformation should be such that all people consider themselves responsible in some way for the collection, transfer, and production of knowledge.

Organizational Learning

Learning lies in the essence of knowledge management. Even some writers, such as Gandhi, considered the goal of knowledge management to create a learning organization. Knowledge management aims to create a learning organization and partnership by creating a flow between the information stores created by people in different parts and connecting them (Farahani 2009).



In the learning organization, the emphasis and priority are on knowledge, and the basic task of management in the information age is to create the capabilities and capacities necessary for continuous learning. Knowledge management has improved the learning capabilities of organizations by creating a knowledge network consisting of senior, middle, and executive managers and employees in an organizational structure consisting of group cooperation and a culture of learning and knowledge dissemination, and it also leads to results such as the agility of organizations. Organizational agility results from close collaboration between knowledge management and organizational learning efforts.

Optimal Communication with the Customer

Customer relationship management can be considered customer knowledge management to better understand their needs to provide better services. Customer relationship management is the foundation of most organizations today, which has emerged to create long-term relationships with customers to achieve profitability.

In an administrative and organizational system, people are customers and users of service, technical, and production departments, and it is possible to witness an increase in satisfaction and empowerment in the shadow of applying knowledge management and establishing logical communication between different departments and people (Farahani, 2009).

Organizational Culture

Literature review shows that organizational culture has seen different definitions. However, many thinkers are trying to find a comprehensive definition of organizational culture in management and organization. Culture theories suggest a variety of definitions that can include a degree of accepted behavioral rules, norms, rituals, shared values, ideologies, and beliefs (Linenlock and Griffith, 2010). Organizational culture affects all aspects of an organization, including missions and goals, strategies and organizational structure, communication, attitudes, motivations, the performance of innovative behaviors of employees and management, and ultimately, organizational effectiveness (Chiang and Jang, 2008).

Knowledge Management and Organizational Culture

In general, no phenomenon in the organization is far from the role and effect of organizational culture, especially culture, which is very effective for managers in formulating goals, determining strategies, and designing organizational systems. Regarding the role of culture in the implementation of knowledge management, it should be acknowledged that culture moderates the relationship between people and organizational knowledge and creates a context for social interaction, which leads to the removal of barriers to knowledge sharing and the removal of barriers such as ethnicity, age, and educational level, and does not allow the mind of experts and experts such as Black boxes remain unknown and untouched (Fazlullahi and Karimian, 2011).

DeLong and Fahey identify four comprehensive ways culture affects the behaviors necessary to create and share knowledge (DeLong and Fahey, 2000). Culture shapes assumptions about what kind of knowledge is worth managing. Culture defines the relationship between personal and organizational knowledge that determines who is expected to control certain knowledge and



who should do so. Culture creates a context for social interaction that determines how knowledge of specific situations will be shared. Culture shapes the processes by which new knowledge is created along with the uncertainty associated with it; it is legitimized and distributed in organizations.

In 2004, Park et al. investigated some of the success factors of knowledge management in a research titled "Characteristics of Organizational Culture that Promotes the Success of Knowledge Management." One of his research hypotheses was a positive relationship between the successful implementation of knowledge management and cultural characteristics (Trust, sharing information freely, and working closely with others by creating friendships at work) for that organization.

He et al. used Harper's 44 organizational culture characteristics to determine the relationship between organizational culture characteristics. They conducted this study in 26 government organizations of software consulting, financial, telecommunication, educational, and production.

Non-parametric relationship analysis showed that several cultural characteristics have a medium to high relationship with the success of knowledge management. These characteristics include free sharing of information, working closely with others, team-oriented work, Trust, fairness, and passion for work. The research results indicated a positive relationship between the variables assumed in the hypotheses and their confirmation (Park et al., 2001). To create knowledge-based organizations, we need a set of components that will be explained.

A Culture of Trust

Trust in management results from a social exchange process in which employees interpret management as the primary supplier of organizational actions and reciprocate it (Renzel, 2006, p. 10). Trust in work has a strong effect on the creation of knowledge due to the presentation of diverse thoughts and ideas, the preservation and maintenance of tacit knowledge due to the creation of a friendly and satisfactory atmosphere, the sharing of knowledge due to the Trust of people in each other and also on the application of knowledge (Kazir et al., 2007)

The Culture of People's Participation and Intervention in Decision-Making

The partnership is related to joint work, joint effort, and joint ownership of results. Employee engagement deals with how all employees can effectively contribute to the organization's goals. Economic pressures for quality services and goods in a knowledge-based economy mean that employees should be more involved in their work through the benefits of shared knowledge. Ebrin and Kraiss (1999) pointed out that knowledge management is more effective if employees are more creative, team-oriented, and interested in sharing ideas.

Knowledge Sharing Culture

Knowledge sharing is one of the factors that directly affects the knowledge management process. Knowledge sharing is a factor that transfers and spreads knowledge from one person in a group or organization to another person in a group or organization. According to McDermott and Adel (2001), in an organization with a culture of knowledge sharing, people share their ideas and insights with others. Because instead of being forced to do this, they see it as a natural process,



and the misconception that "knowledge is power, so it should not be lost" does not exist. (Bergeron, 2007). 80% of knowledge management is related to people and organizational culture, and 20% to knowledge management technologies. Therefore, the type of culture in an organization is vital to the success of knowledge management (Ekrami, Naimi Majd, 2013).

Learning Culture

A continuous learning culture increases the organization's ability to create new knowledge, retain, transfer, share, and apply it. By emphasizing learning, organizations help employees play a more active role in knowledge creation. The amount of time spent is directly related to Cunningham and Eales's (2002) belief that organizational learning occurs when all the organization members examine the process relationships and internal and external behaviors continuously, learn from past successes and failures, and use the common knowledge and skills of all people to pursue common goals.

The Effect of Culture on Knowledge Management

Culture, as one of the main factors of success, is a combination of shared expectations, social customs, unwritten rules, and history that influence behavior, as well as a set of basic beliefs that continuously influence the communication and actions of all employees. At the same time, it is rarely structured precisely (Asgari et al. 2012). According to Did and Lehman (2007), culture is a set of behaviors and operational principles that almost everyone knows but is not written down. However, every organization has its unique culture, reflecting its identity over time in two visible and invisible dimensions (Ajmal and Helo, 2010).

Organizational culture is considered an essential component of implementing knowledge management that has a direct effect on knowledge management and especially on knowledge sharing (Yazdani et al., 2011)

80% of knowledge management is related to people and organizational culture, and 20% to knowledge management technologies.

Therefore, the type of culture in an organization is vital to the success of knowledge management (Ekrami, Naimi Majed, 2013).

Organizational culture includes six main layers: information systems, people, processes, leadership, organizational structure, and reward system. Factors affecting people include Trust, motivation, and communication. Therefore, creating an atmosphere of Trust, improving motivational factors, and facilitating communication in knowledge sharing play a fundamental role (Gupta, Gwin Darajan 2000).

Some cultural factors affecting knowledge exchange as a key process in knowledge management include readiness to accept change, innovation, Trust, enthusiasm, strengthening the morale of employees, information flow, participation, customer service supervision, and rewarding employees (Mohammadi Fateh et al. 2018).

Developing a knowledge-oriented culture and encouraging behaviors such as creating and sharing knowledge is one of the organization's goals for knowledge management projects. Culture and knowledge in organizations have a deep connection. Any discussion about



knowledge in the organization without an objective and specific reference to its cultural situation wastes time. It is necessary to pay attention to the organizational culture to the extent that experts believe that if effective and sustainable changes are to be made in an organization, the culture of that organization must be changed. In other words, the success and failure of organizations should be found in their culture. Therefore, managers can free themselves from past solutions and provide new solutions for the organization and its progress by relying on culture and taking advantage of it. In any case, today, culture has become an important element in the management equation, and management researchers have clearly defined its role and impact on organizational performance. Therefore, wise managers must pay attention to culture.

RESULTS AND DISCUSSION

The findings of this research showed that cultural factors play a vital role in determining the results of knowledge management efforts. For this reason, organizations that intend to implement cultural factors affecting knowledge management.

Based on this, the following suggestions regarding the field of culture in order to

Facilitating the implementation of knowledge management in companies and organizations:

- Instead of putting predetermined organizational rules and regulations and without considering the opinion of employees, employee participation should be used to create Participatory culture in the company and by involving employees as much as possible in decision-making, making them more capable and by institutionalizing the value-Fundamental changes at different levels of the company and creating agreement and coordination increased the level of adaptation of employees to the current culture.

Allow employees to have influence over their work.

- It provided opportunities so that people can make decisions in cases related to their duties and ultimately make decisions.

Participate appropriately. Employees should be given feedback on their performance so that they feel "useful".



- The more integrated the company is, the behavior of its members will be rooted in fundamental values, which will reduce differences, contradictions and conflicts.

becomes; Therefore, the performance of the managers and the policies adopted in line with this should be important.

- Trusting the employees and entrusting them with the responsibility of the work (as much as possible), increases responsibility and, as a result, more ability.

becomes employees

CONCLUSION

To understand the organization and the behavior and performance of the employees, knowing the culture is also a fundamental step because, with the lever of culture, it is easy to facilitate changes and stabilize new orientations in the organization. Therefore, the organizational culture is simply an essential factor in the organization's success and the realization of the long-term goals of the organization. In this research, cultural factors affecting the implementation of knowledge management, which can lead to both success and failure, were investigated.

The increasing importance of implementing knowledge management makes organizations indispensable to provide the necessary infrastructure for identifying effective factors and barriers to implementation, with operational planning to pay increasing attention to effective factors and remove organizational barriers. To take a stronger approach to start the implementation process of knowledge management.

The organization's managers should provide an environment for the employees to share their knowledge and experiences with others while ensuring that this work does not weaken their position. In the meantime, the behavior of the organization's managers is extremely important, which is always a cultural example.

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