

THE EFFECT OF HUMAN RESOURCE MANAGEMENT AND ORGANIZATIONAL CULTURE ON ORGANIZATIONAL EFFECTIVENESS: MEDIATING ROLE OF KNOWLEDGE MANAGEMENT

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ABSTRACT

The purpose of this study was to investigate the effect of human resource management and organizational culture on organizational effectiveness through the mediation of knowledge management. The statistical population included all managers, deputies, employees, heads and employees of the Youth and Sports Department of East Azerbaijan province ($N=224$ people), from which 213 participated in the research. To collect data, human resources management questionnaire of Raj and Sirvastava (2013), the organizational culture questionnaire of Cameron & Quinn (1999), the knowledge management questionnaire of Lawson (2003) and organizational effectiveness questionnaires of Hsu (2002) and Chelladurai and Haggerty (2002) were used. The collected data were analyzed using SMART PLS structural equation modeling software. The results showed that human resource management had an effect on organizational knowledge management [$(\beta = 0.506)$, $(t = 5.176)$], but the effect of human resource management on organizational effectiveness [$(\beta = 0.151)$, $(t = 1.86)$] was not significant. The effect of human resource management on organizational effectiveness through the mediating role of knowledge management was equal to [$(\beta = 0.506 * 0.411)$, $(t = 348/5 * 5.176)$]. Also, the effect of organizational culture on organizational effectiveness [$(\beta = 0.402)$, $(t = 4.150)$] and the effect of organizational culture on knowledge management [$(\beta = 0.548)$, $(t = 2.375)$] was significant. Furthermore, the results were indicative of the effect of knowledge management on effectiveness [$(\beta = 0.411)$, $(t = 5.348)$]. Finally, organizational culture had an effect on organizational effectiveness through the mediation of knowledge management [$(\beta = 0.411 * 0.548)$, $(t = 2.537 * 5.348)$]. In general, organizational culture directly affected knowledge management and organizational effectiveness; and human resource management and organizational culture had a significant effect on organizational effectiveness through the mediating role of knowledge management.

Keywords: Organizational Effectiveness, Organizational Culture, Human Resources, Knowledge Management

INTRODUCTION

Nowadays, the environmental conditions have been so complex, dynamic, and competitive that organizations are forced to promote their organizational effectiveness for long-term survival. To this end, the effective use of organizational factors as well as an examination of their relationship is an efficient step to achieve effectiveness. Organizational effectiveness is the degree to achieve organizational goals (Zheng, 2010). In this regard, it can be referred to the studies of Oghojafor et al. (2012), Gaertner & Ramnarayan (1983). In sports organizations, the studies are also conducted by Frisby (1986), Chelladurai et al. (1987), Chelladurai & Haggerty (1991), Koski (1995), Al-Tauqi (1998), Papadimitrou & Taylor (2000), and Shilbury & Moore (2015). The results of these studies showed that organizational effectiveness is considered as an important factor affecting the organization.

Different factors affect the effectiveness of an organization, one of them is organizational culture. The organizational culture is the source of sustainable competitive advantage and a key factor to organizational effectiveness (Zheng, 2010). Some studies have been conducted on organizational culture, among them it can be referred to Sun (2008), Helfrich et al. (2007), Choi et al. (2010), Cameron & Quinn (1999), Bellot (2011) and Mitrovic et al. (2014). In addition, other studies have also been conducted in the field of organizational culture in sports organizations by Colyer (2000), Smith & Shillburay (2004), Haines (2006), Choi and Scott (2009), and Scott (2012). In all of these studies, organizational culture has been introduced as a factor for organizational effectiveness.

Another important factor affecting effectiveness is human resource management, which has been introduced as a strategic and coherent management approach to achieve the individual and collective goals of the organization. Having efficient and powerful human capital is one of the main drivers for organizational progress. Hence, the role of HRM is not only to create ideas and provide solutions, but also to adopt appropriate policies for the efficient implementation of management in the organization. However, given the importance of HRM, little research has been done in this area, for instance the studies of Aslam et al. (2013), Burma (2014), and Cania (2014). In sports organizations, it can be referred to the studies conducted by Taylor and Ho (2004), Weerakoon (2016), Taylor & McGraw (2006). The results of these studies indicate that if organizations can manage human resources well, they will improve the effectiveness and performance of the organization.

Considering the continuity of the concept and function of HRM and organizational culture, it seems that organizational effectiveness can be affected by these two factors. In the present study, it is assumed that organizational effectiveness is affected by HRM and organizational culture; in this context, the role of a mediator such as knowledge management cannot be ignored, which according to Bosua & Venkitachalam (2013), is considered as one of the key drivers of organizational effectiveness and one of the most important sources for the survival and prosperity of the organization. Meanwhile, the researchers such as Zheng et al. (2010), Chi et al. (2011), and Al-Tit (2016) have used knowledge management as a mediator variable in their research.

Knowledge management provides the opportunity to increase the effectiveness of HRM in the organization and helps meet the needs of employees. That is why the employees are motivated to work and as a result, it is possible to recruit, select, train and promote the members of the organization (Landzion, 2015). Knowledge management involves managerial efforts to facilitate the activities related to acquisition, creation, storage, sharing, transfer, development and application of knowledge through individuals and groups (Rowley, 2001; Soliman & Spooner, 2000). Knowledge management is a process that helps organizations identify, select, organize, and publish the critical information and skills that are considered as organizational memory and typically are not organized. This enables the organization to solve problems of learning, strategic planning and effective and efficient decision-making (Gupta et al., 2000). KM is not only served as an antecedent to organizational effectiveness, but also as a medium between organizational factors and organizational effectiveness (Zheng et al., 2010). From the research carried out in the field of knowledge management, it can be referred to Downes (2014), Wiig (1997), and Gold et al. (2001). Similarly, research on sports organizations has been carried out by O'Reilly & Knight (2007), Paalanen (2014), Martin-Rios & Erhart (2016),



Salman (2016), which identified knowledge management as an important factor to acquire organizational effectiveness.

According to the previous argument, it seems that the integration of HRM with knowledge management in an organization results in superior organizational performance, productivity, effectiveness, efficiency and survival in a competition, which are considered as the ultimate goals in all organizations (Lapina et al., 2014). A few studies have been done on the impact of HRM on knowledge management, among the it can be referred to the studies by Jimenez-Jimenez & Sanz-Valle (2012), Mezgobo (2014), Figueiredo et al. (2016), Fazelidinan et al. (2014). Also, Gupta (2016), Schuler & Jackson (2014), Dixon et al. (2008) have investigated the effect of human resource management on effectiveness and shown a positive and significant relationship between HRM and effectiveness. However, knowledge management without an appropriate organizational culture cannot be successfully implemented. The organizational culture is the basis of knowledge management, and if organizational culture does not encourage the distribution and sharing of knowledge, knowledge management be challenged (Davenport et al., 1998). Some studies have been done on the effect of organizational culture on knowledge management, for instance Sensuse et al. (2015), Lee et al. (2013), Yeh et al. (2006), Wang (2005), Lawson (2003) and Davenport (2000). Also, Gregory et al. (2009), DongJun et al. (2009), Faerman (2009), and Yan (2016) have conducted research on the effect of organizational culture on effectiveness. Their results indicate that there is a relationship between organizational culture and organizational effectiveness.

The literature review indicates that many studies have been independently conducted on human resource management, organizational culture, knowledge management, and organizational effectiveness, while little research has been done to explore the relationships between these variables. To this end, it is necessary to examine the effect of these variables on effectiveness in a comprehensive model. As Chelladurai & Madella (2006) argued, there are many hidden and apparent dimensions in sports organizations, including the existence of a distinct organizational culture, which is likely to be a combination of different sub-cultures; a diverse human resource that is temporarily or partially used, especially for the organization of large events; and other dimension, the presence of formal and volunteer staff is also a specific combination of human resources in these organizations that have different attitudes and opinions or create many issues such as conflict with formal staff. Accordingly, sports organizations such as the youth and sports departments in each province can also have a diverse culture and human resource. Therefore, it is necessary to examine the role of human resources and organizational culture in managing and sharing knowledge in order to determine how they affect the effectiveness of this organization (Fig. 1). Since, the Youth and Sports departments plays a major role in the development, promotion and growth of both public and championship sports, hence, they must work effectively to be able to manage the sports system successfully. Meanwhile, due to the widespread changes in today's world and the intensification of competitions, many researchers have paid their attention to the effectiveness of organizations, and sports organizations are not excluded from this rule. All sports and youth departments like other sports organizations, play a key role in promoting sporting activities of the province and, consequently, the sport of the country. This organization plays a key role in training skilled people in various sporting contexts, as well as planning different tournaments. The purpose of the youth and sports organization is the development of sports, the



coordination of physical education activities and healthy recreations, as well as the establishment and administration of sports centers and the promotion of championship sports.

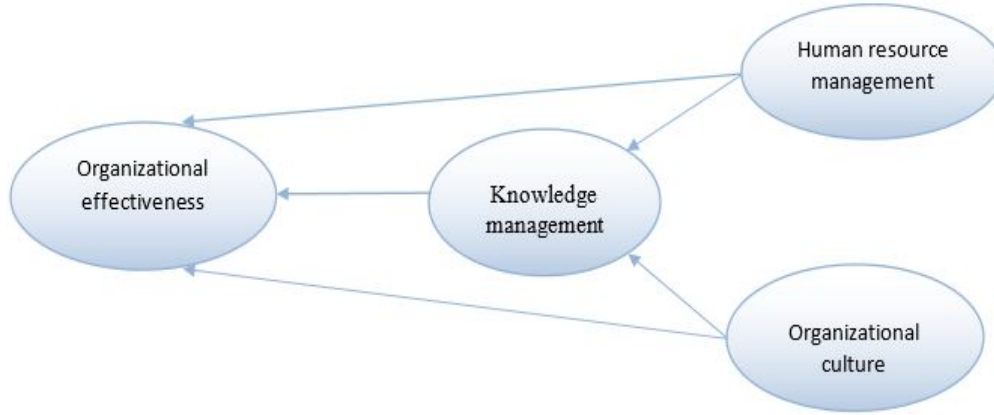


Figure 1. Conceptual model of the research

RESEARCH METHODOLOGY

The research method was a descriptive-field study. The statistical population included all managers, deputies and employees of the Sports and Youth Head Office of East Azarbaijan Province, and heads and employees of sport and youth departments of the cities, including 224 people. The sampling method was all census, but 213 people participated in the study (95%). The questionnaires consisted of five sections: 1. Personal information section, including demographics and job information; 2. Human Resources Management Questionnaire of Raj and Sirvastava (2013) with four dimensions of training, performance appraisal and rewards; Organizational Culture Questionnaire of Cameron & Quinn (1999) with four dimensions of clan, adhocracy, market and hierarchy; 4. Knowledge Management Questionnaire of Lawson (2003) with dimensions of knowledge creation, acquisition, organization, storage, sharing and application; and 5. organizational effectiveness questionnaire of Hsu (2002) and Chelladurai and Haggerty (1987) were the dimensions of technical, decision making, personal relationships and environmental relationships. The scale used for all questionnaires was Likert five-option scale (from 1 to 5). To determine the validity of questionnaire, content and face validity were used. Face validity was confirmed by 15 sport management experts. Confirmatory factor analysis was also used to examine the content validity of the questionnaire constructs. In analyzing the data, structural equation modelling including external and internal model were used. For this purpose, SPSS 18 software and Structural Equation Modeling SMART PLS software were used.

FINDINGS

The sample included 213 people from which 155 respondents (%72.80) were male and 58 respondents (%27.2) were female. Thirty-four respondents (%15.96) were unmarried and 179 respondents (%84.04) were married. The respondents field of study was as follows: 108 respondents (%50.7) sport management, 27 respondents (%12.7) management, 27 respondents (%12.7) accounting, 3 respondents (%1.4) civil engineering, 48 respondents (%22.5) psychology. Among 213 respondents, 104 respondents (%48.83) were

undergraduates, 75 respondents (%35.21) were postgraduates, 34 respondents (%15.96) were Ph.D. Forty-three respondents (%20.19) had a work experience of 1-5 years, 47 respondents (%22.07) between 6- 10 years, 27 respondents (%12.66%) between 11-15 years, 68 respondents (%31.92) between 16-20 years, and 28 respondents (%13.15) more than 20 years.

The results described in Table 1 indicated that among the dimensions of organizational culture, adhocracy was in better condition compared to other three dimensions; among the dimensions of organizational effectiveness, decision-making was in better condition compared to other three dimensions; among the dimensions of knowledge management, knowledge organization was in better condition compared to other three dimensions; and among the dimensions of human resources management, training was in better condition in the Sports and Youth Head Office of East-Azerbaijan province.

Table 1: Description of factors and dimensions of research questionnaires

Factor	Dimension	Mean	Variance
Human resources management	Training	3.34	70.7
	Reward	2.84	0.52
	Performance Appraisal	2.95	0.62
Organizational Culture	Hierarchy	2.85	0.36
	Adhocracy	3.08	0.54
	Market	3.06	0.39
	Clan	3.66	0.84
knowledge management	Knowledge Storage	2.14	0.40
	Knowledge Sharing	2.97	0.57
	Knowledge Application	2.11	0.36
	Knowledge Acquisition	2.99	0.75
	Knowledge Organization	3.54	0.03
	Knowledge Creation	2.77	0.77
Effectiveness	Staff	2.35	0.41
	Environment	2.56	0.36
	Technical	2.66	0.52
	Decision Making	3.14	0.66

As shown in Fig. 2, the structural modelling test included the study of path coefficients (Beta), significance of path coefficient and R² values. The numbers on the path and within latent factors, are explained variance. The necessary criterion to measure the structural model, is coefficient of determination (R²) of endogenous latent factors. Chin (1998) describes R² values of 0.67, 0.33 and 0.19 in PLS path model as significant, moderate and weak, respectively. If the constructs of internal model explain endogenous factors only with 1 or 2 exogenous latent factor, the average R² (0.33) is acceptable, but if the endogenous latent factors to be depended on several exogenous factors, R² value must be at a significant level (0.67).



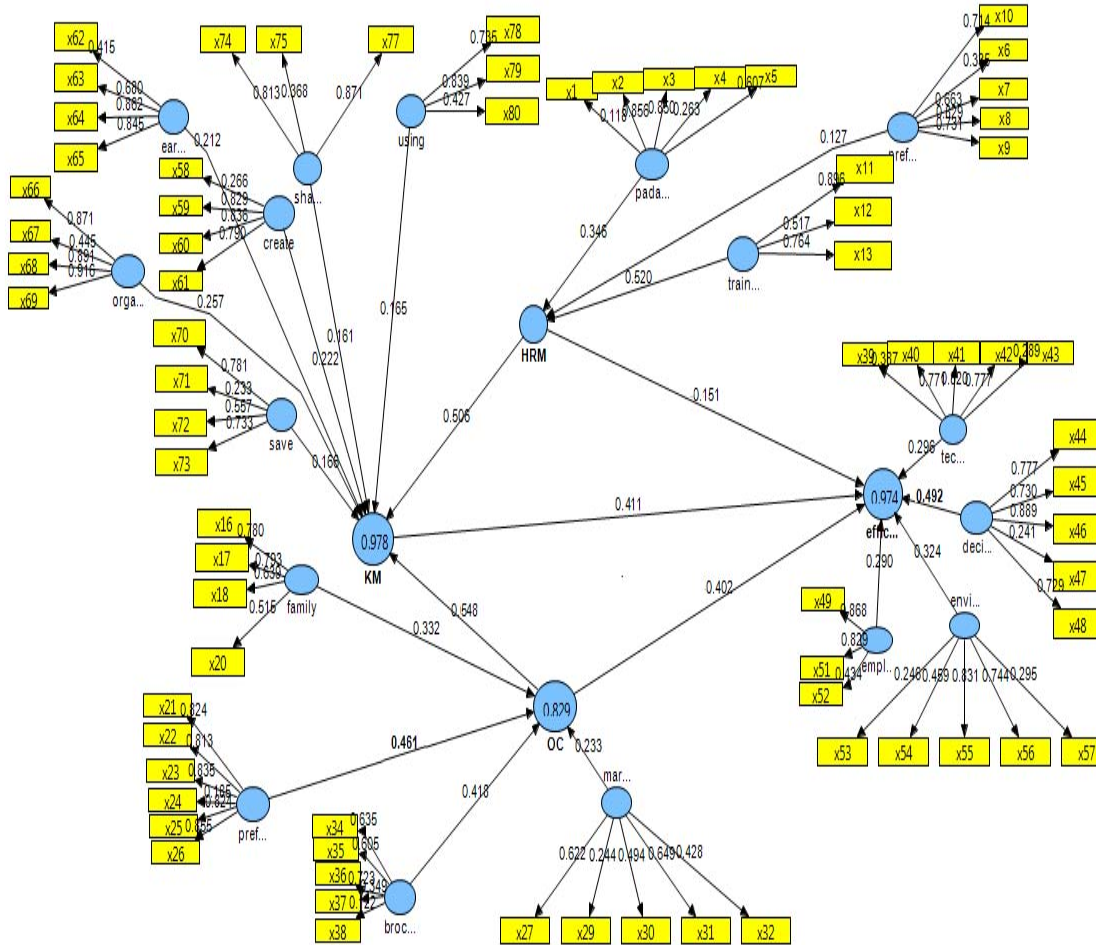


Figure 2: Structural model in path coefficient mode (standard)

Based on the results of the model, the explained variance is as the following:

- The explained variance of organizational culture is 82.9%, meaning that the dimensions of organizational culture predicts 82.9% of variances in organizational culture.
- The explained variance of knowledge management is 97.8%, meaning that the dimensions of knowledge management, human resource management and organizational culture predict 97.8% of variances in knowledge management.
- The explained variance of the effectiveness is equal to 97.4%, meaning that the dimensions of organizational culture, human resource management, knowledge management and effectiveness dimensions predict 97.4% of changes in effectiveness.

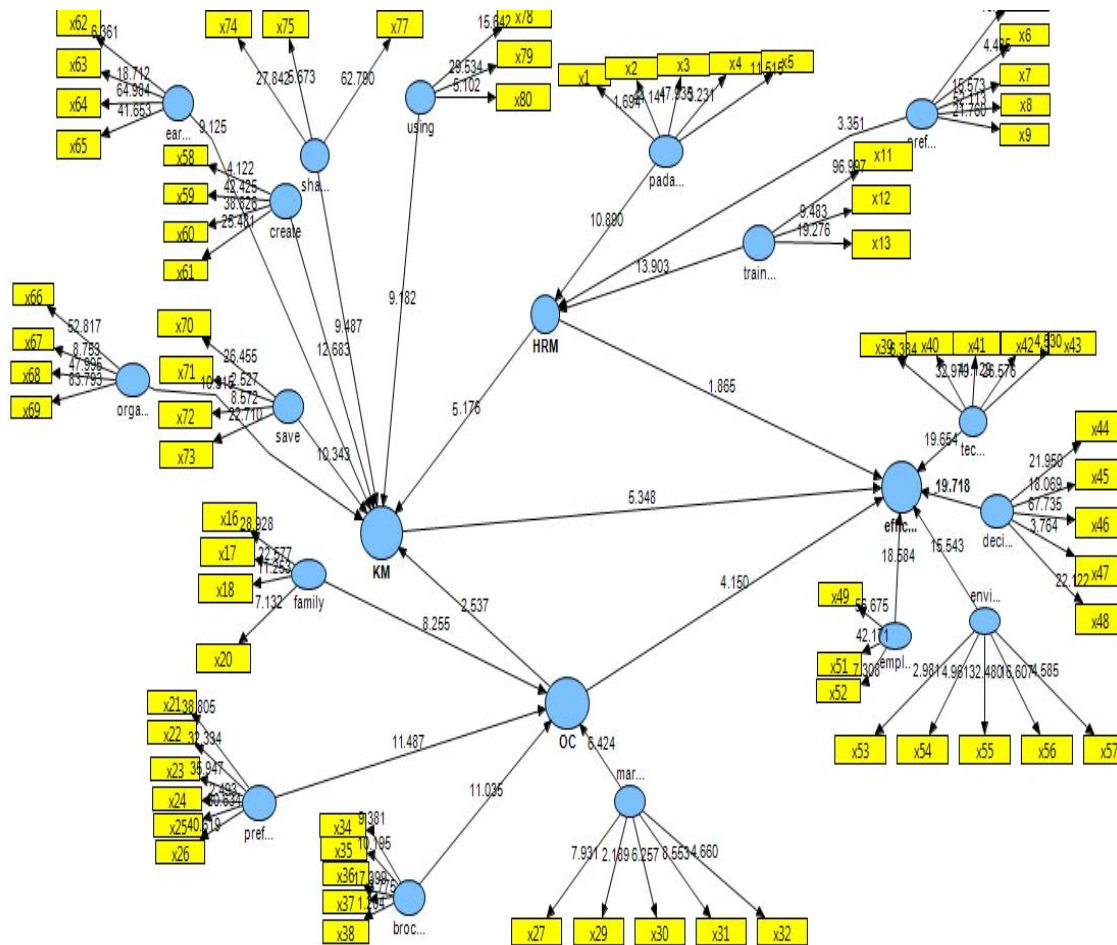


Figure 3: Structural model at significance level

The results of the research are summarized in Table 2.

- The standard coefficient of the effect of human resource management on knowledge management is 0.506 at the significance level of 5.176 (supported).
- The standard coefficient of the effect of organizational culture on knowledge management is 0.548 at the significance level of 2.537 (supported).
- The standard coefficient of the effect of knowledge management on organizational effectiveness is 0.411 at the significance level of 5.348 (supported).
- The standard coefficient of the effect of human resource management on organizational effectiveness is 0.151 at the significance level of 1.86 (not supported).
- The standard coefficient of the effect of organizational culture on organizational effectiveness is 0.402 at the significance level of 4.150 (supported).
- The standard coefficient of the effect of human resource management on organizational effectiveness through the mediating role of knowledge management is 0.411×0.506 at the significance level of 5.348×5.176 (supported).

- The standard coefficient of the effect of organizational culture on organizational effectiveness through the mediating role of knowledge management is 0.411×0.548 at the significance level of 5.348×2.537 (supported).

Table 2: the results of Partial least squares analysis of research model

Hypothesis	Independent variable	Dependent variable	Mediator	Path coefficient	T statistics	Hypothesis	Final result
1	Human resources management	Knowledge management		0.506	5.176	H 1	Confirmed
2	Organizational Culture	Knowledge management		0.548	2.537	H 2	Confirmed
3	Knowledge management	Effectiveness		0.411	5.348	H 3	Confirmed
4	Human resources management	Effectiveness		0.151	1.86	H 4	Rejected
5	Organizational Culture	Effectiveness		0.402	4.150	H 5	Confirmed
6	Human resources management	Effectiveness	Knowledge management	0.506 * 0.411	5.176 * 5.348	H 6	Confirmed
7	Organizational Culture	Effectiveness	Knowledge management	0.548 * 0.411	2.537 * 5.348	H 7	Confirmed

In order to investigate the diagnostic validity of the constructs, the correlation matrix of latent variables was used. According to the results of Table 3, the highest correlation (0.799) was related to knowledge management variable and human resources management.

Table 3: Correlation of research constructs

	Human resource management	knowledge management	Organizational Culture	Effectiveness
Human resource management	0.871			
knowledge management	0.799	0.721		
Organizational Culture	0.721	0.626	0.748	
Effectiveness	0.724	0.659	0.663	0.755

Model goodness of fit test

to do this, usually the global quality standard of Amato et al. (2004) is used, which *communality* is the common average of each factor and measures the quality of external model. R^2 is the average of R^2 for each exogenous latent variable. R^2 measures the quality of the internal model and is calculated for each endogenous factor according to the latent factor that explains it. The goodness of fit higher than 0.36 shows the better quality of the model that this model is well explained by partial least squares. The goodness of fit of this model is 0.636.

$$GOF = \sqrt{\text{communality} \times \overline{R^2}}$$

Table 4: the goodness of fit of the structural model

Variables	Research dimensions	Communality	R2
Human resource management		0.759	~
	Training	0.579	~
	Reward	0.508	~

	Performance Appraisal	0.58	~
Organizational Culture		0.56	0.829
	Hierarchy	0.503	~
	Clan	0.522	~
	Market	0.69	
	Adhocracy	0.54	~
knowledge management		0.52	0.978
	Knowledge Storage	0.57	~
	Knowledge Sharing	0.558	~
	Knowledge Application	0.647	~
	Knowledge Acquisition	0.581	~
	Knowledge Organization	0.581	~
	Knowledge Creation	0.58	~
Effectiveness		0.57	0.974
	Staff	0.52	~
	Environment	0.52	~
	Technical	0.55	~
	Decision-Making	0.57	~
GOF = 0.718			

DISCUSSION

According to research results, organizational culture has a significant effect on the organizational effectiveness, which is consistent with the research results of Gregory et al. (2009) and Faerman (2009); since strong culture increase the level of employees' participation and organizational goals and is an effective factor in increasing productivity and effectiveness. On the other hand, organizational culture is considered one of the factors influencing the efficiency and output of organizations and knowledge management. Based on the fact that in the general model of this study, adhocracy has the highest impact coefficient among the four dimensions of organizational culture, and decision-making has the highest impact coefficient among the four dimensions of organizational effectiveness, it can be argued that organizations with adhocracy culture have always sought to attract and utilize the specialized and knowledgeable workforce so that they can take an important step in applying these important decisions for the organization through the use of expert human resources. In fact, organizations that use the adhocracy culture try to lead the organization to achieve its goals and objectives. The use of ideas and decisions of the existing workforce in the organization also confirms this. Such organizations are at the forefront of the attention to the opinions and decisions of human resource for synergy in the processes of the organization. The results of the research at the Youth and Sports head office showed that despite the existing relationship between organizational culture and organizational effectiveness, this relationship is not significant. It is therefore suggested that to give employees more freedom of action and risk-taking, so that they can try to perform the activities of the organization effectively by creating the spirit of entrepreneurship and innovation in the organization.

Based on the results of the research, the effect of organizational culture on knowledge management was supported. The results of this study are consistent with the results of Lee et



al. (2013) and Lawson (2003). Organizational culture is one of the requirements of knowledge management and inappropriate organizational culture is one of the hidden factors behind the failure of knowledge management projects and the existence of an appropriate organizational culture is essential for the success of knowledge management. KM performance has a clear effect on organizational effectiveness and organizational effectiveness is effective when knowledge management is implemented. Knowledge management increase the effectiveness of the organization through sharing of useful knowledge among members of the organization. Considering that adhocracy (a dimension of organizational culture) and knowledge organization (a dimensions of knowledge management) are influential factors, it can be said that due to the fact that expert workforces are in a job position appropriate to their expertise, consequently they list and identify the information required for the organization in accordance with their expertise, and make it available to the organization and individuals. Therefore, it is suggested that employees display their knowledge orientations and scientific intentions with continuous training sessions for the exchange of knowledge and information by shifting the organizational culture to the specialized and knowledge-based organizations. In addition, creating an adhocracy cultural atmosphere in the organization by organizing periodic conferences in hospitable organizations and presenting academic achievements since the results of research papers can be influential on organizational knowledge.

Based on the results of the research, the effect of human resource management on the organizational effectiveness was not supported. The results of this study are not consistent with the study results of Dixon et al. (2008) and Delery and Gupta (2016). If factors like choosing the right person and putting him in a suitable job, increasing the skills of employee by training, evaluating staff performance, and getting feedback are combined together in a human resource management system, they can help to attract, develop and establish relationships between employees and solve conflicts in the organization and contribute to the satisfaction, motivation, commitment and function of the members of the organization. As a result, the organization will have much effectiveness and efficiency. Considering that training (a dimension of human resource management) and decision-making (a dimensions of organizational effectiveness) are influential factors, therefore it can be said that training and development of employees' knowledge and skills as well as encouragement to acquire professional competencies can empower human resource management to make appropriate decisions for the organization. The organization has made it possible for employees to be more motivated to work and go through effectiveness to solve organizational problems and challenges by creating a passion for training. Accordingly, to improve human resource management to influence on organizational effectiveness in order to achieve long-term and organizational goals, it is suggested that actions to be taken in pursuit of organizational goals by developing training programs to transform the organization into a learning organization, creating the right opportunities for professional competencies and qualifications of employees and using regular and written rewards such as financial rewards and their fair distribution to create a sense of the usefulness for employees.

Based on other research findings, the effect of human resource management on knowledge management was confirmed. The results of this study are in line with the study results of Rahmati et al (2012) and Sohani et al. (2014). Human resource management can influence



on the abilities, motivation and opportunities of employees to share, establish, and create knowledge through affecting competencies of employees by the use of training processes and developmental opportunities, motivating employees by giving rewards, encouraging performance, and fostering working relationships based on mutual trust and cooperation. Human resource management can also enhance commitment and trust among employees in the organization and attract the valuable employees who play a role in knowledge creation and sharing. It develops organizational and individual learning processes that help knowledge creation and sharing and provides the opportunity for knowledge transfer from one person to another by holding and organizing workshops, conferences, seminars.

Based on regression coefficients, training dimension of human resource management with the regression coefficient of 0.530 has the first level of influence and contribution in the relationship between human resource management and knowledge management. According to the path analysis results, the path coefficient of human resource management and knowledge management is 0.501, this hypothesis is supported. Training is an effective tool in HRM. Training employees in the organization is done in different ways. The trained employees arrange knowledge resources in the organization based on common practices, procedures, standards, and patterns, and this leads them to use organizational information at the right time. In the Sports and Youth Department, employees are motivated enough, they continuously go through training courses, discuss the organization's new goals, identify and share the useful dimensions of knowledge and organize it correctly, which ultimately leads to improved knowledge management. Based on this, it is suggested that using technologies such as cloud computing, managers create, store, transfer and use knowledge in the organization to improve the knowledge of human resources.

According to the results of the research, the effect of HRM on organizational effectiveness through knowledge management was supported. HRM can enhance the commitment and trust among employees in the organization and attract and retain valuable employees who play a role in creating and sharing knowledge. If HRM utilizes and maintains the necessary knowledge management and meet its required strategies, it will move on its own original direction. The human resources system should be deployed in such a way to support the organizational learning environment and coordinate it with the organizational knowledge management system that meets knowledge needs. The knowledge accumulated in the minds of members of the organization can be shared among people using knowledge management. Therefore, the knowledge stored in the system can be used as a permanent resource that provides a sustainable competitive advantage, which in turn leads to the increase of organizational effectiveness.

Based on regression coefficients, training dimension of human resource management with the regression coefficient of 0.520 has the first level of influence and contribution in the relationship between human resource management and organizational effectiveness through the mediation of knowledge management; knowledge organization dimension of knowledge management with the regression coefficient of 0.265 has the first level of influence and contribution in the relationship between human resource management and organizational effectiveness through the mediation of knowledge management; decision-making dimension of organizational effectiveness with the regression coefficient of 0.593 has the first level of influence and contribution in the relationship between human resource management and



organizational effectiveness through the mediation of knowledge management. Based on the results of path analysis, the path coefficient of human resource management and knowledge management is 0.501, the path coefficient of knowledge management and organizational effectiveness is 0.509. Managers' attention to training human resources in the organization and promoting their organizational knowledge can be effective when employees can acquire and apply knowledge. Organizations that take steps toward learning can facilitate knowledge acquisition. Those organizations that pay more attention to training and employees' desires try to make the organization effective through the acquisition of data by applying knowledge-based human resources and using them in organizational decision-makings. In this way, when human resources are trained, they can provide knowledge outcomes for strategic decision making. Based on the research results emphasizing the role of KM mediation, it is suggested that employees proceed to acquire the knowledge of organizational processes in different parts of the organization by holding specific workshops. Holding weekly or monthly Q & A sessions with the presence of the staff and managers of the organization in order to exchange ideas and ideas of employees and to take strategic decisions to achieve more effectiveness is another suggestion of this research.

According to the results of the research, the effect of organizational culture on organizational effectiveness through knowledge management was supported. Culture determines the manner of doing things for employees which affects people's perceptions of knowledge creation and knowledge sharing in the organization, and thus influences the performance of all members of the organization, which consequently leads to the increase of overall effectiveness in the organization. Based on regression coefficients, adhocracy dimension of organizational culture with the regression coefficient of 0.446 has the first level of influence and contribution in the relationship between organizational culture and organizational effectiveness through the mediation of knowledge management; knowledge organization dimension of knowledge management with the regression coefficient of 0.260 has the first level of influence and contribution in the relationship between organizational culture and organizational effectiveness through the mediation of knowledge management; and decision-making dimension of organizational effectiveness with the regression coefficient of 0.595 has the first level of influence and contribution in the relationship between organizational culture and organizational effectiveness through the mediation of knowledge management. Based on the results of path analysis, the path coefficient of organizational culture and knowledge management is 0.548, the path coefficient of knowledge management and organizational effectiveness is 0.333. This hypothesis was supported. Dynamic and master organizations are organizations with an appropriate and stimulating organizational culture that provide the ideal conditions for people. The present age is considered to be the age of information and knowledge. In other words, it can be stated that What is important in this age is the exchange of information and knowledge. In other words, we can say that the secret for the success of organizations is their knowledge-orientation, human-orientation, and culture-orientation. The competitive world today requires the creation of learning organizations, the proper management of knowledge, and the creation of an appropriate organizational culture for dynamic situations. What is important in making decision to choose a knowledge management approach is to find an approach consistent with the organization's culture. Therefore, knowledge managers need to know their organizational culture before making decision on the



basis of their knowledge management activities and provide the necessary cultural context for their management so that they can achieve the desired effectiveness in the organization.

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