

STUDYING THE IMPACT OF ORGANIZATIONAL CULTURE ON KNOWLEDGE MANAGEMENT EFFECTIVENESS WITH THE INTERMEDIATE ROLE OF KNOWLEDGE SHARING PROCESS AMONG MELI BANK STAFF OF MELI BANK IN ILAM PROVINCE

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Abstract: General aim of this research is studying the amount of impact of organizational culture on Knowledge management effectiveness with the intermediate role of knowledge sharing process among staff of Meli bank in Ilam province. Statistical population is limited and includes 420 subjects of Meli bank staffs in Ilam province. Sample volume was determined 200 participants with using kokaran formula and sample method was classification. This sample volume is proportional with each category (the number of Meli bank staff in any town) and base on it some questioner were distributed among them. The questioner which was used for three variables of organizational culture, knowledge management effectiveness and knowledge sharing process was Moon and Lee's standard questioner (2014) which has high validity and its reliability was obtained base on Cronach alpha and it was 0.948. It shows that reliability of questioner is pleasant. In order to consider normality of data distribution of variables Kolmogorov-Smirnov test was used. The used statistical method for data analysis is modeling structural equations by LISREL software. The result of research shows that variable of organizational culture has direct and positive impact on knowledge sharing process and knowledge management effectiveness. Also knowledge sharing process has a significant and positive impact on knowledge management effectiveness and finally, organizational culture has significant and positive impact on knowledge management effectiveness with intermediate role of knowledge sharing, and all of hypotheses were accepted with confidence level of %95. Therefore it can be concluded that existence of organizational culture is a motivation for affecting knowledge sharing on knowledge management effectiveness among staff of Meli bank in Ilam province.

Key words: Organizational culture, Knowledge sharing, Knowledge management effectiveness, Meli bank.

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INTRODUCTION

At present, people have found the very important role of knowledge in competitive environments and this phenomenon has confirmed its situation among other sources of producing wealth during rather short time. Therefore, many people believe that knowledge management can be used for activities in the present conditions efficiently (Kheirandish *et al.*, 2012 cited in Navardin, 2009).

wiig defined knowledge management as follows: systematic, clear, and predicated structure for renewing and using knowledge which is for maximizing effectiveness related to knowledge and efficiency of knowledge properties." organizational culture as a collection of beliefs and common values which impacts on organizational members' thought and behavior, can be accounted as source of preserving or a barrier to dynamics (Denison & Mishra, 1995).

Some experts believe that "organizational culture is a system of shared inference which members have towards each other and this feature separate two organizations" (Tosi, 1993).

French (1990) defines organizational culture as follows "organizational culture indicates values, opinions, theories, fictions, norms, and goals that are widely accepted in organization."

Organizations should pay attention to impact of organizational culture on knowledge management especially when they want to implement knowledge management program. When they design knowledge management program, they should notice details of organizational culture. When knowledge management program has been performed, knowledge management team should ensure impact of organizational culture on knowledge management program. It should define and manage it. Otherwise, knowledge management program will never succeed (Doplsis, 2008).

80% of knowledge management is related to people and organizational culture and 20% of it is related to technology of knowledge management. Hence, the type of existent knowledge in an organization is crucial in success of knowledge management (De Long & Fahey, 2002).

Role of knowledge sharing in knowledge management is so important that some authors assert that existence of knowledge management is for supporting knowledge sharing (Davenport & Prusak 1998). knowledge sharing causes to reduce costs, improve operations, improve services to customers, decrease time of developing new products, reduce delay time in delivering goods to customers and finally reduce accessing to valuable type of knowledge inside organization (Alavi & Lidner, 2001).

Regarding this matter that banks are among the important economical institutions in each country, and they have important situation in reforming and blooming the society, paying attention to programs of knowledge management and their efficiency

through different ways including having proper organizational culture, can lead to progress and increase operation of banks. Therefore studying the impact of organizational culture on knowledgemanagement effectiveness with intermediate role of knowledge sharing is necessary.

RESEARCH GOALS

The main purpose of this study is considering the impact of organizational culture on knowledgemanagement effectiveness among staff of Meli bank in Ilam province. Also secondary purposes of this research are:

1. Studying the impact of organizational culture on knowledge sharing process among staff of Meli bank in Ilam province.
2. Studying the impact of organizational culture on knowledgemanagement effectiveness among staff of Meli bank in Ilam province.
3. Studying the impact of organizational culture on knowledgemanagement effectiveness among staff of Meli bank in Ilam province.

THE ORETICAL ELEMENTS RESEARCH LITERATURE

Organizational culture: organizational culture is predicated to a set of values which are accepted and confirmed inside organization and help to people so that they know the actions those are accepted and those are not accepted. Often these values are transferred through stories and other symbolic instruments (Morhed & Griffin, 2009).

In the present research the Moon & Lee's (2014) three dimensional model of organizational culture was used. These dimensions are:

Collaboration: Collaboration is a shared behavior among group members which don't need to attract trust among members of organization. Also Collaboration is a behavior which doesn't need to psychological principles and rules and it gives this idea to the staff that they are valuable and also it motivates them to innovate in order to qualify organization.

Trust: trust is a mutual relationship (krogh, 1998) towards risky trend and a belief around of trust to a partner and it is related to the amount of preserving group revenues by that partner (Direx & Ferin, 2001).

Learning: different forms of learning provide an environment for knowledge sharing in which people are involved in formal and informal learning and also automatic learning. Formal learning refers to standard systems of learning while informal learning is predicated to ways in which people can learn materials through social networks and interactions (Marsic, 2009).

KNOWLEDGE SHARING PROCESS

The researchers have shown the knowledge sharing process as a unique process which creates the relationship between member of organization or mutual activity in

establishing relationship and distribution of information. Knowledge sharing process is divided into internal and external knowledge sharing (Moon & Lee, 2014).

Internal knowledge sharing: knowledge sharing is predicated on activity of transition and distribution of information from one person, group, or organization to another person, group or organization in a figural or physical setting. In the situation of solving problem and decision making using existence knowledge in information database is an effective method for practical using knowledge management. Even people who work in an organization for a while, their knowledge may be unknown unless some opportunities are provided for them in order to give their information to other people (Weiss, 1999). Internal knowledge sharing (inner organization) means effective usage of information of that organization (Moon & Lee, 2014).

External knowledge sharing: according to Kumar & Thondikulam (2006) sharing knowledge with other organizations can causes to bring new information to organization and it also causes to sensitivity of organization to that special industry through participating in conferences.

KNOWLEDGE MANAGEMENT EFFECTIVENESS

Knowledge management effectiveness is a new phrase which is derived from concept of organization effectiveness. Organizational effectiveness is defined as amount of realization of organizational goals (2005, Zheng). Organizational effectiveness is related to people's understanding from amount of effectiveness of an organization in pursuing goals like understanding amount of profitability, knowledge sharing and its relations (Mc Adam & Bailie, 2002).

Dimensions of knowledge management effectiveness are derived from Moon & Lee's three dimensional models (2014) which are as follows:

Innovativeness: innovativeness is interpreted as ability producing new products or changing existent products (Kodama, 1994). This concept is referred to new ideas (Amabile, 1988).

Adaptability: organizational adaptability is reaction to an organizational change based on professional strategy of that organization (Levinthal, 1995). An organization can adapt itself with environmental change in case its members are ready for accepting this change (Haveman, 1992).

Efficiency: efficiency shows that how productive companies use reserved information of members of organization (Grant, 1996) and production of economical values and profitability. According to research of Jonson and his colleagues (1999) there is an increasing awareness in which rate of efficiency is directly related to use effective relevant knowledge (Moon & Lee, 2014).

Following research has been done on organizational culture, Knowledge management effectiveness and knowledge sharing.

in a research under name of relationship between organizational culture with knowledge management effectiveness and organizational effectiveness by Omid and his colleagues (2012) in some sport organizations in Iran the results indicated that organizational culture has significant, positive direct and indirect impact equal 0.55 and 0.31 respectively. Knowledge management effectiveness has significant and positive impact 0.41 on organizational effectiveness and finally organizational culture has significant and positive impact of 0.66 on knowledge management effectiveness.

In a research that was done by Kalherodi (2012) under the name of studying the role of organizational culture on efficiency of knowledge management effectiveness in social security fund, the results showed that there is a significant and direct relationship between organizational culture and its elements includes phenomenon of confliction, management support, organizational management, individual creativity, and leadership style with knowledge management in social security fund.

Hana Moon and Chan Lee (2014) have studied the intermediate role of knowledge sharing in organizational culture on knowledge management among Korean organizations. The results of this research showed that knowledge sharing acts an intermediate for Collaboration, trust, and learning in knowledge management effectiveness. The results of intermediate analysis indicated that knowledge sharing process is very important in improving knowledge management effectiveness from statistical and practical aspects.

Gold and his colleagues (2001) in a research under name of knowledge management with approach of organizational capabilities concluded that infrastructure of knowledge consist of technology, structure, and culture are effective along with arranging process attainment, change, function and preserving knowledge of main organizational capabilities or preconditions of effective knowledge management. In addition, the results of research showed that organizational culture and knowledge sharing process are effective in knowledge management.

In a research under the name of studying knowledge management model based on practical study of Korean experts which was done by Park (2006), results indicated that knowledge management process and organizational culture have direct impact on knowledge management effectiveness.

The result of study of Zheng (2005) under the name of the impact of organizational culture, structure and strategy on knowledge management effectiveness and organizational effectiveness indicated that organizational culture has considerable effect on success and knowledge management effectiveness.

Lee and Choi (2003) in their research under the name of preparing factors of knowledge management have concluded that trust has impact on knowledge creation; information technology has positive effect on knowledge combination. Organizational creativity is necessary for functional improvement.

RESEARCH HYPOTHESES

The main hypothesis of the research is as follows: organizational culture has direct relationship with knowledge management with intermediate role of knowledge sharing process among staff of Meli bank in Ilam province. Secondary hypotheses are: 1. organizational culture has positive and significant impact on knowledge sharing process 2. Knowledge sharing process has a significant and positive impact on knowledgemanagement effectiveness. 3. Organizational culture has a positive and significant impact on knowledgemanagement effectiveness.

METHODOLOGY

In terms of goal, this study is a practical one and from data gathering point of view is quantized one and from classification methodology of research is descriptive-scaled. In this research statistical populations are all staff of Meli bank in Ilam province including 420 subjects. The volume of sample was obtained by Kokaran formula. The questioner which was used for this study was Moon & Lee's questioner (2014) includes 52 specific questions which 15 questions were related to organizational culture, 15 questions related to knowledge sharing process and 25 questions related to knowledge management effectiveness. This research was done by standard questioners and for this reason it has high validity. The level of significance of Sminorof-kolmogrof test for knowledge management effectiveness 0.065, organizational culture variable 0.077 and knowledge sharing variable is 0.439 which all of them are larger than 5%. Therefore the hypothesis of normality of research data is accepted. In this research, Cronbach' alpha coefficient was used for measuring reliability whose amount is shown in table 1.

Table 1
Rates of Cronbach s alpha variables in the research

<i>Cronbach s alpha rates</i>	<i>Research variables</i>
0.863	Organizational culture
0.894	Knowledge Sharing Process
0.892	Knowledge management effectiveness
0.948	The whole questionnaire

RESEARCH CONCEPTUAL MODEL

The conceptual model can be provided, based on the theoretical and literature:

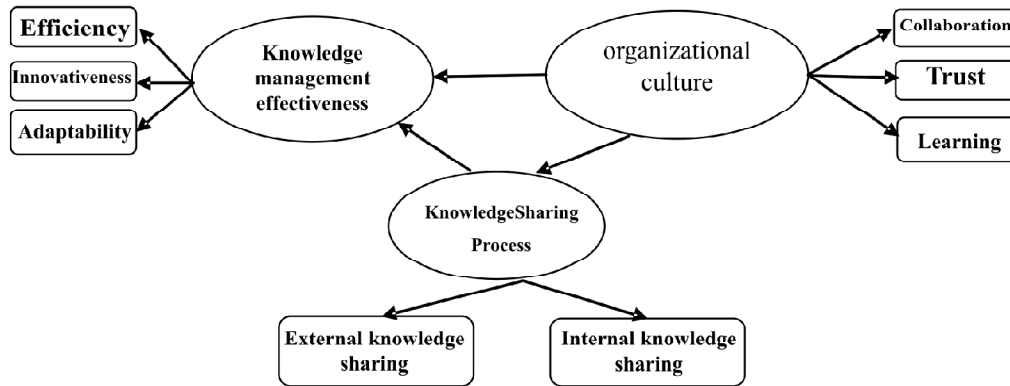


Figure 1: Conceptual model

FINDINGS

Data which gathered through questioner has been analyzed by proper statistical techniques and research hypotheses have been tested using modeling techniques of structural equations through LISREL software.

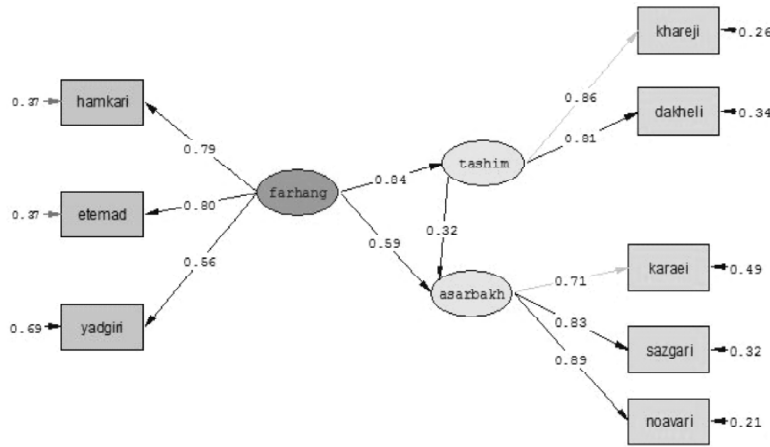
Table 2
Kolmogorov-Smirnov Test Results

<i>Variables</i>	<i>Sig</i>	<i>Result</i>
organizational culture	0.077	Confirm
Knowledge management effectiveness	0.065	Confirm
Knowledge Sharing Process	0.439	Confirm

RESEARCH HYPOTHESES TEST

Figure 2 shows structural model standardized coefficients. Regarding figure 2, standard coefficient between knowledge sharing process and knowledge management effectiveness equals 0.84. Standard coefficient between knowledge sharing and knowledgemanagement effectiveness equals 0.32 and standard coefficient between organizational culture and knowledge management effectiveness equals 0.59. For considering research hypotheses and confirming them structural model of significant coefficient has been used in figure 3.

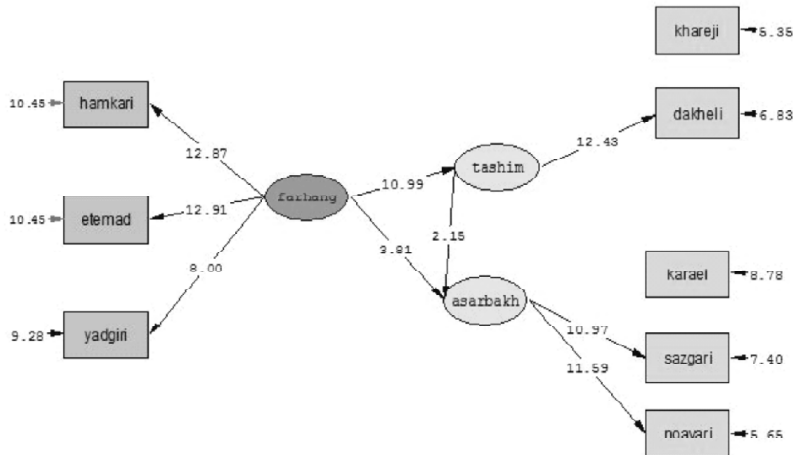
Figure 3 shows the model of significant coefficient for studying research hypotheses and relationships between variables. Regarding figure 3 coefficient of significance between organizational culture and knowledge sharing is 10.99, and because it is more than modulus of 1.96 H0 which says organizational culture has not impact on knowledge sharing is rejected and H1 which says organizational culture has significant impact on knowledge sharing is accepted. Significance coefficient between knowledge sharing and knowledgemanagement effectiveness equals 2.15 and because it is more than modulus of 1.96 H0 which says knowledge sharing hasn't impact on



Chi-Square=72.49, df=18, P-value=0.00000, RMSEA=0.053

Figure 2: Standardized coefficients model

knowledgemanagement effectiveness is rejected and H1 second hypothesis which says knowledge sharing has significant impact on knowledgemanagement is confirmed. Finally figure 3 shows that coefficient of significance between organizational culture and knowledge sharing effectiveness equals 3.81 and also this amount is more than modulus of 1.96. So hypothesis H0 which says organizational culture hasn't impact on knowledgemanagementeffectiveness is rejected and hypothesis H1 which says organizational culture has impact on knowledgemanagement effectiveness is confirmed.



Chi-Square=72.49, df=18, P-value=0.00000, RMSEA=0.053

Figure 3: Significance coefficients model

In order to practice the final model, two indices of RMSEA and two normal chi-square indexes have been used. Index of RMSEA equals 0.05 which is smaller than 0.08 and two normal chi-square index which is obtained from dividing chi-2 into degree of freedom equals 4 which locate in of 1-5. Therefore proper general practice is desirable regarding obtained amount.

DISCUSSION AND CONCLUSION

The main purpose of this research is studying the impact of organizational culture on knowledge management effectiveness along with the intermediate role of knowledge sharing process among staff of Meli bank in Ilam province. The results of this research showed that organizational culture and knowledge sharing process has a significant and direct impact on knowledge management effectiveness. This finding is compatible with those of pervious researchers like Moon and Lee(2014); Gold and his colleagues (2001); Lee and Choi (2003). Chang and his colleagues (2005), Park (2006), Mazaheri Kalherodi (2012), Omidi and his colleagues (2012). Therefore it is suggested that Meli bank in Ilam province should increase internal and external knowledge sharing processes in order to increase knowledge management effectiveness and always reinforces culture of Collaboration, trust, and learning to support and encourage knowledge sharing and consequently improve knowledge management effectiveness among staff.

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