Study of the relationship between knowledge management and organizational culture
Case study: agriculture organization of Qom

Reza Seraji¹, Sayed Majid Ahadi Shoar², Ahmad Abasi³, Davood norouzi³

1. MA Student in Business Management, Faculty of Management, Qom College, University of Tehran, Iran
2. Master of Public Administration Department of Management Shahed University
3. Student in Public Management, Faculty of Management, Qom College, University of Tehran, Iran

Corresponding author: Reza Seraji

ABSTRACT: The present research with the topic of, the study of the relationship between knowledge management and organizational culture of Qom province’s social security administration is presented. The aim of this study is to distinguish between knowledge management and the Qom province social security administration’s organizational culture along with identifying the knowledge management, and finally, determining the relationship between the current available knowledge with specified components of organizational culture in the related organization. For the purpose of evaluating the knowledge management variable and in the light of previous research, the 41 questions, associated to the knowledge management cycle and according to jasper’s concept, was used for evolution of the organization culture variable, the 31 question by shekary was used. The utilized method of research is of the descriptive kind and belongs to correlation branch and has been presented by survey method. The questionnaire containing suitable validity and justifiability tools, for collecting data in retaliation to the study’s variables, which includes knowledge management and organizational culture, was used. After evaluation of the research sample, the cookrunformula and the simple random sampling method for accessing the sample’s component’s was used the correlation test was applied for the research hypothesis test the person and spearman’s correlation test result indicated that a positive correlation between knowledgemanagementandorganizational cultures, existed.

Key words: knowledge management, knowledge creation, the knowledge factors, knowledge application, organizational culture.

INTRODUCTION

In recent years, the knowledge management has been one of the most challenging and interesting topics of business management, and its application domain, in parallel with other arguments of the management presentation, is continuously. Developing, the knowledge management is a process that helps the organizations to identify, select, organize, propagate and transfer the data and important information and competence, which is a part of the organization’s heritage and history (which usually exists as an unstructured form in the organization) jorban 2006. Today the leading multinational organizations have a great emphasis on administering knowledge management and are utilizing such programs in their organizations. The importance of knowledge factor for survival in the business environment has forced the organizations to intensely work on activities such as organizing, productions, transition, search, and sharing knowledge under an umbrella, which is called knowledge management (Klead, 2009). In the view of the application of knowledge management in the organization, one can expect that the organization can achieve its objectives and great success. In today’s evolving world, the success belong s to the communities and organizations that can create a meaningful relationship between their scarce resources and management capabilities, and their human resources culture. In anotherword, only societies and organizations can develop rapidly in the direction of progress that they can create the necessary environment to mobilize their human resources with cultureknowledge and proficiency. So by using this valuable capability, they can manage and guide the other resources of societies and organizations to produce values and achieve the needed growth and
The knowledge management is an important tool for improved management of the information and more importantly, the knowledge itself. In contrast to the other methods, the knowledge management always will not be described easily, because it contains a domain of concepts like, management behaviors, technologies and activities, which all are under the umbrella of knowledge management (goita, 2008). Today, the organizations that have a competitive advantage are more successful in the market (bechina and associates, 2005). Joy and associates express that (2008) in current conditions the advantage of stable competitions can only be achieved by applying knowledge to innovation (choyand, 2008), that is why now day’s knowledge is considered to be a valuable organizational asset which requires management. The knowledge management’s main core is obtaining, suitable knowledge for suitable individuals in a suitable structure and time (sadaty,2010). King and associates (2008) and tsar and associates describe the knowledge management as a structural process for creating, obtaining, allotment, transition and utilizing the subjective and objective knowledge as an organizational asset for encouraging innovation and culture (king and associates 2008). They emphasized in their studies, that the knowledge management processes are a chained strains that only will result in, ideas, innovations, performance improvement and obtaining stable competitive advantage, when these indices, support each other systematically. On the other hand, some of the researchers have studied each of the knowledge management indices on the imaginative ideas, innovation, performance, discovering competitive advantage, and other organizational objectives, separately (lee, 2009).

Expressing the problem

Such factors like globalization, size reduction of the governments, being citizen oriented and the necessity of citizen participation requires special attention towards knowledge management, then organizations should be able to manage their asset of knowledge effectively (abthahie and salavaty,(2006). The most important role of knowledge management is that you consider it as a change methodology. Knowledge management is on one hand, by attracting new knowledge in the system, and on the other hand, by effective governing it, can be the most important factor for change, in an organizational. The knowledge by being close to organizational decisions and actions, can be much more effective than the data and information’s result in performance improvement and can lead to improvement of organization’s service quality enhancement in general and for government organizations in specific(2001, helz). The term for knowledge management in management world consists of different topics. The reason for such a perspective is the movement of production and economic systems towards the knowledge-oriented societies. In this perception, knowledge is set forth as the background and, the work and capital are set forth as the assets (nonoka and takochey, 1995). The knowledge Management design which will be focused on strategic objectives moves on the axis of business processes and gets assistance from information technology. The knowledge management is connected to the discovery and promotion of knowledge assets of an organization and impeller of its objectives. The knowledge that is being managed is both evident and concealed (like objective and mental knowledge of people) (Danurt, 1998). It should be noted that all the employees have a powerful mental or objective knowledge. The indigenous knowledge and innate knowledge often are not written and are based on mental transition and verbal transition, which will result in alteration of knowledge. It should be noted that this knowledge must be documented and then utilized, wherever it may be necessary (Akoraphor, 2010). The culture is the main propulsion in economic development and it is a tool for accessing and obtaining success for the organizations (green, 2007). Culture addresses the integration of organizations’ behaviors in order to create a new essence in the organization, products, services, new technology, and new techniques of management for achieving competitive benefits (Antony and histrige, 2004). Now days, most of the researches done one the culture, has focused on determining the personal characteristics of the entrepreneurs and belongs to the structural and environmental position category, which, because of the negligence of social relationship network (social assets) (that means the none economic factors), have been criticized (Ohaio, 2004). In this research, we are skiing the answer to these questions: “is there any relationship between knowledge management and culture in Qom province’s general office of social security”.

The necessity and importance of research

Some suggest that risk of losing knowledge is the main factor foe knowledge management emergence (Hedress, 2002).Other suggests that the knowledge management is in fact an answer to the problem of brain depreciation and amnesia (Garden, 2003). In recent years, many organizations are administrating the knowledge management projects. This in fact is an effort to improve and obtain competitive benefits and to remain in the competition. (Daven and broska, 2000). The knowledge management has emerged as a new approach to operation beneficiary and capital development of an organization with the aim of promoting and advancing the organization’s objectives. (behut, 2001), and exclusively has focused on adopting measures and guidelines for management of the human
oriented assets. (AdamandCredy, 1999). The knowledge management objectives are the complete application of available knowledge, incorporating the knowledge in product and services with the aim of consolidating the fundamental capabilities and competitive advantage (coly and Ayoz, 2002). The knowledge management fundamentally rotates around the axis of improvement, innovation and attainment of objectives (Salic and Jones, 2002). Thus, the use of the knowledge management in organizations is a business necessity. The organization in present era, need to manage their intellectual assets effectively to enable them to obtain and retain competitive benefits. Since knowledge’s in the memory of the individuals, it is more a human oriented rather than technology oriented process, but still, technology as a powerful tool,(internet, the group software), can be used for knowledge management (Garden 2003). Culture development and promoting culture of culture are a serious economic, social and political necessity. In the developed countries the importance of culture is not only for generating employment, but also for being the main reason for creating and growth of small scale economic activities in these countries, which have become major contributors to development of advanced technologies and wealth generation in the world (aghaie, 2003).

**The main objective**
The study of the relationship between knowledge management and organizational culture(based on the management cycle).

**The secondary objective:**
1) Study of the relationship between knowledge creation and organizational culture.
2) Study of the relationship between organizing the knowledge and organizational culture.
3) Study of the relationship between knowledge interchange and organizational culture.
4) Study of the relationship between knowledge application and organizational culture.

**The main hypothesis:**
There is a meaningful relationship between knowledge management and organizational culture.

**The subsidiary hypothesis:**
1) There is a meaningful relationship between knowledge creation and organizational culture.
2) There is a meaningful relationship between organizing the knowledge and organizational culture.
3) There is a meaningful relationship between knowledge interchange and organizational culture.
4) There is a meaningful relationship between knowledge application and organizational culture.

**RESERCH METHODOLOGY**

This research, with the view of its type, is an analytical descriptive, correlative and field research. A descriptive research is a study that describes everything which is available to it. This type of research also includes description, recording and analysis. In this type of research, it has been tried to discover the relationship between the factors (variables), without manipulation. The method of collecting the information in current research have been obtained from field research information and related literatures. For the purpose of measuring the knowledge management variable, in line with related previous research, the 41 questions of knowledge management cycle, in accordance with the jaspers concept(2004), was used. For the propose of measuring the “organizational culture” variable, the 30 questions by shekaree (2011), was used. In this research, the obtained date from the same samples has been analyzed by the descriptive and inference statistics. For the propose of studying the participant's specifications, the descriptive statistics, and for analyzing the data, the Pearson's correlation tests and ANOVA test and Ttest with the help of SPSS software, havebeen utilized.

**The statistical sample and society**
The statistical society of the present research includes Qom province's general office of social security, which was consisted of 205 individuals. The statistical sample of this research for the said society is selected, based on, limited statistical society (cook run), which was taken from 111 individuals.

**The theory Tikal background**

**The knowledge management**
Are not a set of technological approaches for a problem, instead, they are social and humanity processes, which of course, maybe facilitated by technical and technological approaches (sails and Jones, 2000).
The knowledge creation
Consists of an unlimited process which includes the creation of new ideas, recognition of new patterns, blending or combining the separate principals and producing new processes in order to create knowledge (noey pour, 2003).

Organizing knowledge
Consists of movement and distribution of knowledge between individuals and knowledge bases in the form of mechanized run- mechanized and as a Two-way process. (rading, 2003).

Knowledge application
Consists of utilizing the obtained ideas and knowledge, without being concerned about their presenters (Benbea 2008).

The knowledge management’s four – loop model
Considering the varies dimensions of knowledge management which are side by side, Jashapara has defined knowledge management in the form of a four loop cycle, as follows: the processes of effective learning which is blended with creation, organizing, knowledge interchange (both implicit, technology and cultural environment) and utilizing it which shall result in promoting the organizational intellectual asset and improvement of its performance (Jashpara, 2004).

The organizational culture
Is described as a system that increases the creative capabilities of managers and the whole labor force and makes them usable, encourages them to use the development of products and services and organizational units and territories, in order to achieve the culture objectives, th resources and makes them ready to use In addition, it will seek and find the best suppliers and consumers inside and outside the organization for achieving production growth and profit growth. In this model there are two aspects that are affecting the organizational culture which are presented as the internal and external environments of an organization (moghimy, 2004).

The results of analytical statistics and conclusion
The study of descriptive statistics
The descriptive statistics shows that most of the members of statistics community are in the age group of less than 30 years old. Most of the members of statistical sample are women; it means 63% (125 persons). Most of the members are married, it means 46.70% (92 persons), and are college graduates. Most of these members have less than 5 years of work experience. Most of the members of statistical community are holding an organizational position as an expert.

Inference analysis of the information and data: the pearson’s correlation test
The first subsidiary hypothesis:
There is a meaningful relationship between knowledge creation and organizational culture.

There is no relationship between knowledge creation and organizational culture: H0: P=0
There is a relationship between knowledge creation and organizational culture: H1: P≠0
Table 1. Correlation coefficient’s values

<table>
<thead>
<tr>
<th>Hypothesis</th>
<th>Sig</th>
<th>Correlation coefficient</th>
<th>Test type</th>
<th>No</th>
<th>Hypothesis</th>
</tr>
</thead>
<tbody>
<tr>
<td>Varification</td>
<td>0.000</td>
<td>0.812</td>
<td>SPERMAN</td>
<td>205</td>
<td>The relationship between knowledge creation and organizational culture</td>
</tr>
</tbody>
</table>

As it can be seen from table 1, by conducting the spearman’s test, with the 95% level of confidence, the value of sig=0.000 was obtained. Because sig<0.05, so we accept the opposite assumption and reject the assumption zero. This means that there is a meaningful relationship between knowledge creation and organizational culture. In addition, since the value or quantity of spearman’s correlation coefficient for this test is 0.812; so the type of relationship is Positive. There for the first subsidiary hypothesis of the research at the confidence level of 95% is verified and confirmed.

**The second subsidiary hypothesis**
There is a meaningful relationship between organizing knowledge and organizational culture. There is no relationship between organizing knowledge and organizational culture: H0: P=0
There is a relationship between organizing knowledge and organizational culture: H1: P≠0

Table 2. The correlation coefficient value

<table>
<thead>
<tr>
<th>Hypothesis</th>
<th>Sig</th>
<th>Correlation coefficient</th>
<th>Test type</th>
<th>No</th>
<th>Hypothesis</th>
</tr>
</thead>
<tbody>
<tr>
<td>Varification</td>
<td>0.000</td>
<td>0.716</td>
<td>SPERMAN</td>
<td>205</td>
<td>The relationship between ORGANIZING knowledge and organizational culture</td>
</tr>
</tbody>
</table>

As it can be seen in table 2, by conducting the spearman’s test, with level of confidence at 95% the value of sig=0.00 was obtained. Because the value of sig<0.05, so we reject the assumption zero and accept the opposite assumption, it means that, there is a meaningful relationship between organizing knowledge and organizational culture. Moreover, since the value or quantity of spearman’s correlation coefficient for this test is 0.716 so the type of relationship is positive. There for the second subsidiary hypothesis of the research at the confidence level of 95% is verified and confirmed.

**The third subsidiary hypothesis**
There is a meaningful relationship between knowledge interchange and organizational culture. There is no relationship between knowledge interchange and organizational culture: H0: P=0
There is a relationship between knowledge interchange and organizational culture: H1: P≠0

Table 3. The correlation coefficient value

<table>
<thead>
<tr>
<th>Hypothesis</th>
<th>Sig</th>
<th>Correlation coefficient</th>
<th>Test type</th>
<th>No</th>
<th>Hypothesis</th>
</tr>
</thead>
<tbody>
<tr>
<td>Varification</td>
<td>0.000</td>
<td>0.540</td>
<td>SPERMAN</td>
<td>205</td>
<td>The relationship between knowledge INTERCHANGE and organizational culture</td>
</tr>
</tbody>
</table>

As it can be seen in table 3, by conducting the spearman’s test, with level of confidence at 95% the value of sig=0.00 was obtained. Because the value of sig<0.05, so we reject the assumption zero and accept the opposite assumption, it means that, there is a meaningful relationship between knowledge interchange and organizational culture. And since the value or quantity of spearman’s correlation coefficient for this test is 0.540 so, the type of relationship is positive. There for the third subsidiary hypothesis of the research at the confidence level of 95% is verified and confirmed.

**The fourth subsidiary hypothesis**
There is a meaningful relationship between knowledge application and organizational culture. There is no relationship between knowledge application and organizational culture: H0: P=0
There is a relationship between knowledge application and organizational culture: H1: P≠0
As it can be seen in table 4, by conducting the spearman’s test, with level of confidence at 95% the value of sig=0.00 was obtained. Because the value of sig<0.05, so we reject the assumption zero and accept the opposite assumption, it means that, there is a meaningful relationship between knowledge application and organizational culture. In addition, since the value or quantity of spearman’s correlation coefficient for this test is 0.582 so, the type of relationship is positive. There for the fourth subsidiary hypothesis of the research at the confidence level of 95% is verified and confirmed.

**The main hypothesis**

There is a meaningful relationship between knowledgemanagement and organizational culture.  
There is no relationship between knowledgemanagement and organizational culture: H0: P=0  
There is a relationship between knowledgemanagement and organizational culture: H1: P≠0

As it can be seen in table 5, by conducting the spearman’s test, with level of confidence at 95% the value of sig=0.00 was obtained. Because the value of sig<0.05, so we reject the assumption zero and accept the opposite assumption, it means that, there is a meaningful relationship between knowledge management and organizational culture. And since the value or quantity of spearman’s correlation coefficient for this test is 0.812 so, the type of relationship is positive. There for the main hypothesis of the research at the confidence level of 95% is verified and confirmed.

**The T test**

This test is used for the comparison of two society’s average or the sample of their relationship to each other. In present research, this test is used as a sample for studying the effect of gender on knowledge creation variable. The T test is for examining this hypothesis that the knowledge creation quantity does not change for men and women groups and there is no difference in knowledge creation between these groups.

The average variable’s value does not change between man and women groups and there is no difference: H0:U1=U2.

The average variable doses vary between men and women’s groups and there is a change: H1:U1≠U2

According to table 6, a value of meaningful level has been obtained which is more than 0.05; there for there is not enough evidence to reject assumption zero thus, with 95% level of confidence the assumption zero is confirmed. As a result, at meaningful level of 0.05 values, we can rule that is no difference between two groups in relation to the “knowledge creation” variable.
ANOVA tests

Used for comparison of two or more communities. In this research, the crows and ANOVA tests have been used as a sample for studying the effect of education on the knowledge creation variable. The ANOVA test for examining the hypothesis of “the value of knowledge creation variable does not change for diverse education groups.”

The knowledge creation average in different education groups is identical and equal: \( H_0: U_1 = U_2 = U_3 = U_4 \)

At least in two groups of education, the knowledge creation average is not equal: \( H_1: U_1 \neq U_2 \neq U_3 \neq U_4 \)

Table 7. The variable descriptive statistics

<table>
<thead>
<tr>
<th>criteria deviation</th>
<th>average</th>
<th>NO</th>
<th>education</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.07</td>
<td>3.71</td>
<td>13</td>
<td>Diploma</td>
</tr>
<tr>
<td>0.842</td>
<td>3.78</td>
<td>122</td>
<td>Bachelor degree</td>
</tr>
<tr>
<td>1.16</td>
<td>3.86</td>
<td>34</td>
<td>Master degree</td>
</tr>
<tr>
<td>0.788</td>
<td>3.6</td>
<td>27</td>
<td>Doctorate and above</td>
</tr>
<tr>
<td>0.909</td>
<td>3.76</td>
<td>196</td>
<td>total</td>
</tr>
</tbody>
</table>

By according table 7, since the level of meaningfulness is more than 0.05 (sig>0.05) there for the hypothesis zero of the research is confirmed, and as a result, in a confidence level of all levels of educations in “knowledge creation” variable are equal.

Table 8: The study of ANOVA test for subsidiary hypothesis

<table>
<thead>
<tr>
<th>test result</th>
<th>Sig</th>
<th>Statistics F</th>
<th>Hypothesis</th>
</tr>
</thead>
<tbody>
<tr>
<td>hypothesis varification</td>
<td>0.710</td>
<td>0.461</td>
<td>The knowledge creation average varies in different educational groups</td>
</tr>
</tbody>
</table>

DISCUSSION AND CONCLUSION

The proposal based on the first subsidiary theory’s results

Because of the relationship between the components of knowledge creation and organizational culture, they must create an environment in the organization for the employees in such a way that it increases their interests in utilizing new tools for creating knowledge. In addition, regulates the educational process of the employees, the staff should be encouraged to take time to promote their knowledge, more attention should be given to the knowledge-oriented employees, the learning opportunities be provided for the employees and assistance and advises should also be given to the employees to help them in their long-term programming for promoting their own knowledge.

The proposal based on the second subsidiary theory’s results

Because of the relationship between the components of organizing knowledge and organizational culture an environment in the organization for the employees should be created in which they can use their learning and if necessary express them, receiving information in the organization should be without difficulties and they should be assisted in indent the information which is needed in their jobs.

The proposal based on the third subsidiary theory’s results

In order to promote knowledge creation in the organization, an environment of trust must be created in which the employees, through research groups, be able to exchange thoughts, the experienced employees be encouraged to transfer their expertise to the less experienced employees, sharing the personal knowledge related to the job becomes a part of the staff’s tasks and duties, the research groups should be able to collaborate with other experts, the use of data bases and information network in the organization should be encouraged and the staff should be encouraged to share their personal information with the others.

The proposal on the bases of the fourth subsidiary theory’s results

Because of the relationship between the components of knowledge application and organizational culture a situation should be created in the organization, in which the employees or staff could reflect on the way they are going to utilize their learning, the trainings be proportional to office performances of the staff, after participating in training courses, they should utilize their finding and also use their trainings and unofficial experiences in the work environment.
**Discussion about the t and anova tests**
Considering the results of t test and ANOVA test for knowledge creation variable, it indicates that between men and women groups and also between the educational groups in knowledge creation, as an effective component in culture, there are no differences.

**The proposal based on the main theory’s results**
Considering the findings about the relationship between knowledge management and organizational culture, it indicated that there is a meaningful positive correlation between the components of knowledge management and organizational culture, for this reason and in order to promote the organizational culture, there should be an effort along with increasing creativity and culture in order to create a situation and condition in which the staff in the time of participating in the group activities, have the feeling of self-believing, the present and future processes of the organization must be done with a future perspective, and their ideas should be considered and their(Staff’s) innovations and initiatives should be used with their own names, the level of their scientific knowledge should constantly be updated, the morality of reviewing and examining should be present in the organization and the manager’s should emphasis on the staff’s participation in the decision makings.

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