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## Effect of organizational culture on knowledge management based on Denison model

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### Abstract

In 21<sup>st</sup> decade, organizations are faced with changes and must know how they learn and manage the learning to be powerful in comparative market. Knowledge management is the way to improve the conditions of stability of organization. When this way is successfully implemented in organization, the appropriate cultural field has already been paved the way for this system. Different researches show that knowing these two factors as the most important necessity is the priority of activities of organizations' managers, and the stability of organization is assured by planning organizational strategy. According to the importance of issue, Denison model is used to investigate the dimensions of organizational culture and Conrad and Newman models are used to evaluate the dimensions of knowledge management the process of knowledge management and the relation between them have been explained after mentioning the review of literature. Finally, in order to strengthen organizational culture and successful deployment of knowledge management offered suggestions.

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### 1. Introduction

Today's changeable world necessitated organizations to follow a new tool to survive. Knowledge management was one of these tools which could help organizations to provide these purposes. Knowledge management was a

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process helping organizations to find, select, organize and publish important information and it was an expertise being necessary for activities such as solving problem, dynamic learning, and conclusion. Knowledge management could enhance the range of qualities of organizational performances by empowering an organization to function very cleverly. In fact, knowledge was only sources that its value not only didn't reduce by using but also increased. Other pioneering theoreticians in an organization and management believed that investment of an organization in knowledge has been more profitable than materials, but it has not been sufficient. (Rading, 1998). And it was successfully performed in an organization when appropriate cultural domain has been coordinated with this system. Because, directing present knowledge of an organization was related to human resource and a subordinate of culture of organizational employees. Thus, an organization must have created culture proportional to it to perform knowledge management successfully and acted on the basis of it. Weak organizational culture prevented people from sharing their knowledge to maintain personal power and their efficiency. Thus, when sufficiently not knowing its organizational culture and its dimensions and indices, an organization was faced with many problems such as organizational opposition, lack of organizational cohesion and increasing performance practically. However, knowing culture helped managers to use its weakness by awareness and precision toward area governing an organization and to predict necessary strategies for weakness. (Shafee, Qaderzade, Lavee, 2010).

## **2. Organizational culture**

Organizational culture was one of the interesting and important issues of organizational behavior (Amin Bidokhti, Makvand, Hosseini, & Ehsani, 2011). And this term was increasingly used from the early on 1980s (Seyed Javadein, Emami, & Rastegar, 2010) and was defined differently. One of the most complete definitions was related to Hokzinsky and Buchanan (2001) knowing organizational culture as quite monotonous set of values, beliefs, customs, traditions and stable methods transmitted by the members. This definition was useful because it attended the collective nature of culture and mentioned that there was culture in both belief level and behavior (Amin Bidokhti, Makvand, Hosseini, & Ehsani, 2011). Some knew organizational culture as system of belief being common among members of an organization, some knew it the hierarchy of the interdependent common values transmitted by stories, myths and catch phrase (Robbins 1999). Some of scholars and authorities emphasized values of organizational culture. Organizational culture indicated common perception of organizational members so that it affected their behavior. In each organization, there were values, symbols, ceremonies and myths having changed over time. These common values has identified how employees perceived their world and responded it (Rahimnia & Alizade, 2008). Some focused on intangible and unwritten parts in an organization; thus, they knew it as a correct phenomenon taught to beginner novice members and showed unwritten and intangible part of an organization (Hadizade-Moqadam & Husseini, 2004). Finally, some have attended to environmental factors to define organizational culture. Also, other have considered it as the impression of subculture of society having been formed inside industrial, trade and economic organizations (Bidokhti, 2000)

Culture has been important, because acting without knowing cultural forces (which have been involved) might have unpredicted and unwanted outcomes. Organizational culture having interacted with human resource, organizational structure and controlling system has included values (what was important? What was not important?) And beliefs (how did people act and how didn't they act?); as a result, it has established behavioral norms. Culture of an organization included common beliefs, attitudes, assumptions and expectations directing behaviors in the absence of a law or clear instructions. Culture could be a powerful resource of common identity purpose and flexible guidelines. Its effect on members has been so high that behavior, feeling, perceptions and attitudes of members could be found by investigating its dimensions, and it has investigated, predicted and directed their probable reaction to desired changes. Organizational culture principle could simply facilitate the changes and stabilize new orientations in an organization. It has been social label in which common values, symbolic strategies and social purpose have attached members to each other. Many researches were carried out on this field and showed that knowing organizational culture as an important necessity has been one of the priorities of activities of managers, because management could organize its short-term and long-term programs and prepare itself to conflict with market being full of changes and competitions and increase lasting coefficient in market by knowing it and its properties (Monavarian & Bakhtae, 2006). It influenced all aspects of an organization.

One of the most important duties of manager was to form and direct main values and an organizational culture. The main role of managers, in fact, was to manage values of an organization. Even some scholars evaluated high performance

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