

**INFLUENCE OF ORGANIZATIONAL CULTURE ON KNOWLEDGE MANAGEMENT MEASURES (CASE STUDY: THE SOCIAL SECURITY ADMINISTRATION OF LORESTAN PROVINCE)**

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**ABSTRACT**

This study aimed to investigate the influence of organizational culture on the knowledge management measures in Department of Social Security in Lorestan; the methodology is an applied, descriptive/survey, in terms of objective, the nature and methods, respectively and it is a fieldwork one; the statistical population consisted of N=380 employees of the Social Security Administration of Lorestan that the sample of n=181 was selected by the relative stratified random method using Morgan's sample-size determination table. To collect data, a standard questionnaire of Lawson's knowledge management practices assessment (2003) and that of Robbins' organizational culture impact assessment (1997) have been used. The collected data was analyzed by statistical/Kolmogorov-Smirnov tests, the simple linear regression and structural equations modeling technique with help of SPSS and Amos. Findings show that the organizational culture and its components affect the knowledge management measures.

**KEYWORDS:** organizational culture, knowledge management, knowledge creation, knowledge capture, knowledge organization, knowledge storage, dissemination of knowledge, application of knowledge

**INTRODUCTION**

Today, in light of the rapid and continuous changes in information technology and the Internet, traditional business models to survive have to adapt the business environment and in order to gain and maintain a competitive advantage in the global economy, the organizations, in today, need to effectively move towards the knowledge resources (Zarei Matin, 1995). Unlike the past organizations, today's organizations had employed advanced technologies and need to capture, manage and exploit the knowledge and the information in order to improve efficiency, better customer service, change management and track changes are endless (Chaz, 1997). To utilize knowledge efficiently in order to quickly achieve goals, the preparation, storage, processing and dissemination of knowledge should be created that the knowledge to be available they need at anytime, anywhere. A solution, which was used in recent years by many industries and organizations, is the knowledge management (Hatch et al. 2007). The knowledge is of a meaning and concept emerged under thought without that it can be considered to be data. The knowledge management is an important tool through which the organizations can better manage the information and knowledge. Unlike other techniques, the definition of knowledge management is often not easy, due to including a wide range of concepts, tasks management, technology and practices (Chaz, 1997). The fundamental issue is concept of the knowledge chain when defining the knowledge management. The knowledge chain, at first, was drawn by Kolopolos, Tamaz and Speinlo (Asgari, 2005). Evidence suggests that the organizational culture is one of the important aspects of the knowledge management. It has been always one of the most important topics in literature of the knowledge management to find the cultural type that is associated with the knowledge management (Jones, 2009). Daremi from 1997 to 2005 identified 11 factors of the management success that the culture is one of them (Daremi, 2007).

The most basic characteristic of successful organizations in the twenty-first century emphasizes on the knowledge and information. The knowledge is a powerful tool that can change in the world and make the innovations possible (Rust, 2005). According to the Xang, the knowledge is known as the most important strategic source of a business which should be directed and managed (Nazem et al., 2010). Therefore, the knowledge management aiming at creating, maintaining and using the knowledge is regarded as a competitive advantage for today's organizations (Wong and Aspinwall, 2004). In the definition of knowledge management as well as many of management science concepts, different perspectives have been stated. Spkiz suggested that the knowledge management is a process, that helps the organizations find, select, organize and disseminate the important information, and a expertise which is essential to activities such as problem solving, dynamic learning, strategic planning and decision-making (Daneshfard and Shahabinia, 2009). Also it is noteworthy that the knowledge management to exert within the organizations requires a comprehensive and exhaustive view of all organizational factors that can be considered as factors in the success of

knowledge management which could be known as the factors affecting the knowledge management implementation successfully. In fact, the knowledge management as a structured system requires a combination of measures and requirements (Fadaei, et al., 1390). One of the requirements is essential for applying knowledge management practices provides the necessary infrastructure to do so. As long as not provided infrastructures, the knowledge management and being treated it as a development pivot of the organizations will not be realized. One of the most important infrastructure initiatives of the knowledge management would be organizational culture (Brandt & Jones, 2009). The organizational culture includes the customs, traditions, beliefs and values being announced publicly in the organizations. In other words, the organizational culture is full of by shared learning during the common history and it refers to the structural strength and evolution of the organization, so that is recognized as the organization's identification symbol (Mahmudi, 2005).

In general, the organizational culture is a particular way distinguishes between the organizations; in fact, the organizational culture creates a special and unique character to them. The organizational culture, hence, defines a social identity within each organization. The organizational culture that imposes limits is saying the managers and staff what they do and don't to do necessarily. The organizational culture should be recognized by the managers and the members of organization and all decisions and actions have to be and approved in accordance with the organizational culture (baker, 2002).

The Social Security Organization is a public, non-governmental and inter-generational institution of socio-economic identity on the public sphere that it provides the most comprehensive and central legal support based on principles of social insurance. It has administrative and financial independence and relies on the tripartite principle- labor, employer and government. Implementing, expanding and extending types of the social and health insurances based on the legal requirements and insurance calculations, this organization plays a key role in support of the workforce when developing the process of sustainable, based on the Islamic-Iranian model of progress and deepening the sense of social-economic security. The organization, relying on human capital as the most important strategic advantage and using the latest scientific achievements and new technologies through dynamic and effective presence in the business, is known itself to be committed for transparency and accountability and timely carrying out the legal obligations to stakeholders and the preservation of resources and improving the value of its reserves. The Social Security Organization, according to the Vision (in 1404), is a stable, dynamic, agile and superior organization to respond to the intelligent processes to provide quality and timely services of the social security to beneficiaries.

Studying the objectives and policies of the Social Security Organization shows that the expertise is considered as a core of the important pillars and fundamental values of the organization. Based on this factor, attracting, training and developing the best manpower are headed by the human capital management department of the organization. Thereby the organization is learning what this value brings (Social Security Information Center, November 2015). As well, according to the general policies of administrative system issued by the Office of the Supreme Leader, the institutionalization of organizational culture, knowledge-orientation and making a knowledge-base administrative system through applying the principles of knowledge management, the heads of the three branches are committed to implementing this policy (Management and Planning Organization of Country, November 2015).

Social Security Administration Office of Lorestan as the largest social insurance provider throughout the province has been constantly interacting with the internal and external environment. This continuous and permanent and externally influenced interaction by the environment leads the social security to develop and implement a long-term and optimal plan. On the other side, referring to the twenty-year document of vision on the country's development, program development, fourth, fifth and recently sixth development plans, particularly Article 35 of the fourth Plan, and referring to Article 29 of the Social Security Act have been emphasizing the promotion of human dignity and the standard level improvement and the target population's life quality by a knowledge-based, lawful and sustainable organization, in light of the 20-year development document of vision.

Given the material presented and experience the researcher has obtained during several years under organizational conditions of Social Security Administration in Lorestan, it is noted that the knowledge management measures of the organization encounter with main problems. In fact, based on initial recognition of the researcher, it seems this organization's knowledge is not managed in principle and individual knowledge would be not transformed into collective knowledge and the organizational development cannot become implemented based on the up-to-date

organizational knowledge so that these concerns have been raised for the research how severe does the organizational culture affect the knowledge management measures carried out by the Administration of Social Security of Lorestan? In this regard, the domestic and foreign researches conducted include: Amin Beidokhoti (2011) in his study titled "Examining the relationship between organizational culture and knowledge management in the education office of Semnan" came to the conclusion that the organizational culture is considered as one of the most important tools for successful deployment and implementation of the knowledge management in organizations. Changes in the organizational culture and the knowledge management shall establish more democratic and tribal-chieftain organizational cultures than other organizational cultures. Khakpoor et al, (2009), in his study titled "Evaluating the relationship between the organizational culture and the knowledge management among the faculty members of the University Jihad" concluded that the organizational culture of cooperative, flexible and mission is positively related to the knowledge sharing among faculty members. Hosseini, (2009), showed that the establishment of the knowledge management involves in a change in the organizational culture and this has been also proposed a powerful leverage for the implementation of the knowledge management. As well, the organizations with strong organizational culture are more successful to obtain knowledge and information and analyze complex situations.

The background

Chen et al (2010) in a study on the impact of national culture on the knowledge transfer found that the implicit knowledge, the knowledge gaps between people, cultural and communicational problems and poor relations constitute the main obstacles of a successful transfer of knowledge in the cultural context. They also found that the knowledge source differs from the knowledge receiver in terms of dimensions of culture (individualism, collectivism, power distance, avoidance lack of confidence) which reduces the transfer of knowledge successfully. In this research, because of the further cultural similarity between America and Canada, there are more barriers of the knowledge transfer between Canadian, American employees and the Chinese ones than between Canadian employees and American employees together. Michael Brandt (2009) investigated the relationship between the knowledge management and the organizational culture in the company of Virginia of USA. According to Michael Brandt, the organizations to reach the necessary productivity require a formal knowledge management program, but the effectiveness of these programs involves in being coordinated with the existing organizational culture. Xaung (2005) showed that strategy, organizational structure and culture continue to influence the effectiveness of knowledge management. Among these three factors, the organizational culture has the greatest positive impact on the effectiveness of knowledge management. The organizational strategy and organizational structure have the low and minimal impact on the effectiveness of knowledge management, respectively.

## METHODOLOGY

According to the study, this is an applied, descriptive of survey type in terms of objective and methodology, respectively. The statistical population consists of all the employees of the Social Security Administration in Lorestan which is 380 people. The sample size is selected 181 subjects according to Morgan's table that they were selected by relatively stratified random sampling method from among all members. Two questionnaires were used to collect data for this study. Lawson's knowledge management questionnaire includes dimensions of the creation of knowledge, knowledge capture, knowledge organization, knowledge storage, knowledge dissemination and application of knowledge and the following four questions have been raised for any dimension and in total, a twenty-four questions were prepared within the questionnaire. And the organizational culture questionnaire of Robbins consists of dimensions of individual creativity, management support, integration and cohesion, control and risk-taking, reward system, identity, guidance, communication patterns and contradictions. This questionnaire is based on 27 items each of which was implemented based on a 4-item scale of Likert, from strongly agree to strongly disagree ranges and designed by Haji Naseri (2000). The reliability of the questionnaire was calculated using Cronbach's alpha in Table 1.

**Table 1: Calculation of the reliability of each variable**

Variable	Numbers of questions	Value of Cronbach's coefficient
Risk-taking	2	0.81
Individual creativity	2	0.79
Identity	3	0.92
cohesion	3	0.85
Control	3	0.83

Organizational culture	Leadership	3	0.76
	Manager's support	3	0.73
	Adjustment with contradiction	3	0.85
	Communicational pattern	3	0.89
Knowledge management	Knowledge creation	4	0.88
	Knowledge	4	0.89
	Knowledge organization	4	0.94
	Knowledge storage	4	0.84
	Knowledge dissemination	4	0.86
	Knowledge use	4	0.90

**Findings**

To reply to all hypotheses, simple linear regression analysis was used the results are shown in table below.

First sub-hypothesis: "organizational culture has an impact on the knowledge creation."

Regression analysis result is:

$$Y = 0.160 + 0.680 X$$

In the above formula, Y denotes dependent variable (knowledge creation) and 0.160 refers to the intercept amount of the regression equation, indicating that the amount of knowledge creation is not affected by the organizational culture. X denotes the independent variable (organizational culture) and the regression coefficient is 0.680 under the effectiveness of organizational culture on the knowledge creation. To check the generalizability of the results obtained from the sample population, the regression analysis is shown in Table 4-9.

**Table 4-9: results of regression test to first sub-hypothesis**

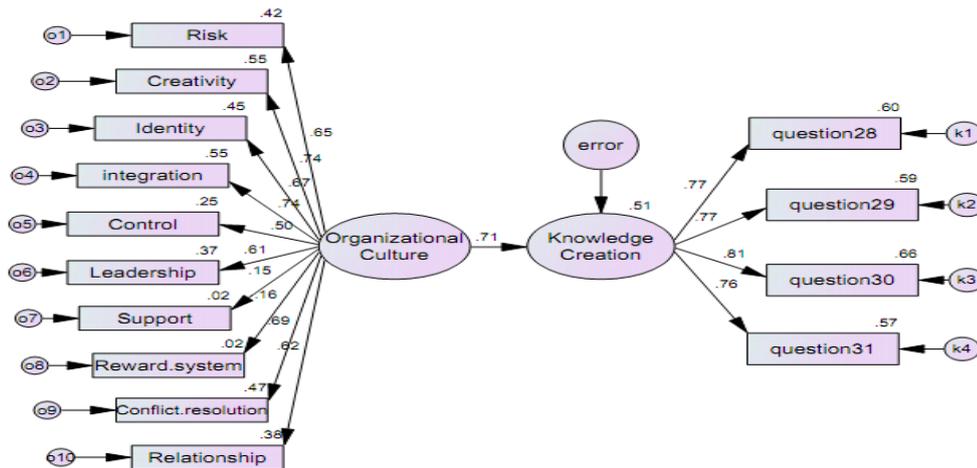
Criteria	Coefficient		t-statistic	Significance level	Result
	B	Std.Error			
Intercept (Constant)	0.160	0.343	10.486	0.000	H <sub>1</sub> is confirmed
Organizational culture	0.680	0.101	10.626	0.000	

As shown in the table, since both values of the t-statistic is greater than 1.96 and a significance level of both equals to 0.000, less than the error level (0.05), therefore the regression equation is approved. In Table 4-10 below, determining effect of organizational culture on the knowledge creation is discussed.

**Table 4-10: Results of first sub-hypothesis determining contribution**

Regression coefficient	Correlation coefficient	Determination coefficient	Value of F-statistic	Significance level
0.680	0.622	0.387	112.907	0.000

Also, according to Table 4-10, value of the determination coefficient is 0.387, indicating which the strength of organizational culture determining contribution and under other factors' constant effect on the knowledge creation. In the following, analysis of structural equations modeling is referred to the first hypothesis that the result is presented in Fig 4-8.



Chi-square = 236.101, Degrees of freedom= 179, Probability Level= 0.000, RMR = .987, GFI = .973.

Fig 4-8: The results of structural equation modeling of first hypothesis

The results of structural equation modeling showed that the regression coefficient (effectiveness) of organizational culture on the knowledge creation is 0.71. And because the amount of chi-square is 236.101 at a significance level of 0.000 (less than 0.05) hence the model is approved; as a fitness indicators RMR (0.987) and GFI (0.973) are greater than 0.95, so this model shows a good assessment of the real-time world. As this is visible in the model, among the organizational culture, the effectiveness of creativity and cohesion of 0.74 is of the highest impact coefficient, and the effectiveness is also less related to the manager’s support with effectiveness of 0.15 and among 4 indicators of the knowledge creation, the lowest and the highest coefficients are related to the third and fourth indices, respectively.

The second sub-hypothesis: "organizational culture has an impact on the capture of knowledge."

Regression analysis result is:  $Y = 0.392 + 0.657 X$

In the above formula, Y denotes dependent variable (knowledge capture) and 0.392 refers to the intercept amount of the regression equation, indicating that the amount of knowledge capture is not affected by the organizational culture. X denotes the independent variable (organizational culture) and the regression coefficient is 0.657 under the effectiveness of organizational culture on the knowledge creation. To check the generalizability of the results obtained from the sample population, the regression analysis is shown in Table 4-9.

Table 4-11: result of regression to the second sub-hypothesis

Criteria	Coefficient		t-statistic	Significance level	Result
	B	Std.Error			
Intercept (Constant)	0.392	0.342	6.560	0.000	H <sub>1</sub> is confirmed
Organizational culture	0.57	0.100	9.544	0.000	

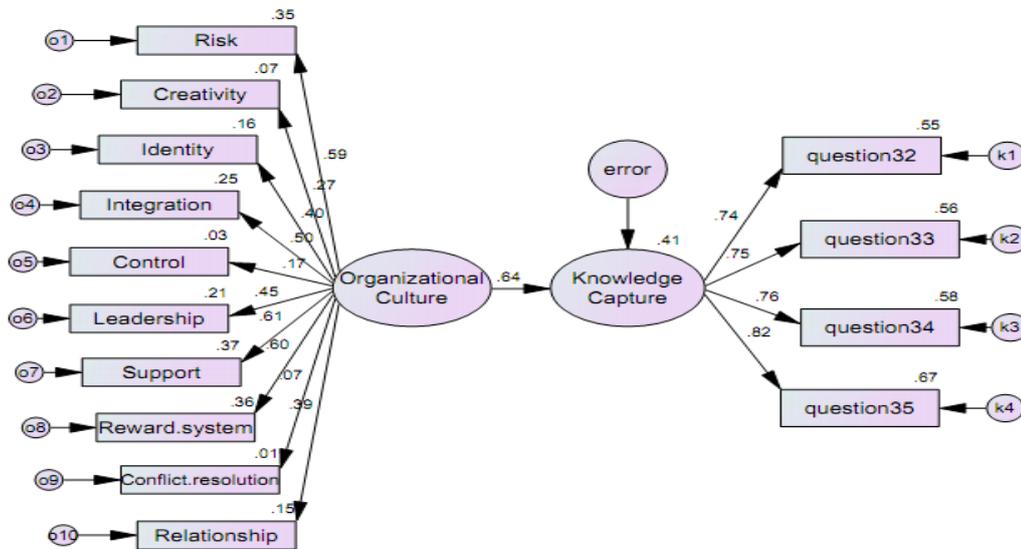
As shown in the table, since both values of the t-statistic are greater than 1.96 and a significance level of both equals to 0.000, less than the error level (0.05), therefore the regression equation is approved. In Table 4-12 below, determining effect of organizational culture on the knowledge creation is discussed.

Table 4-12: Results of second sub-hypothesis determining contribution

Regression coefficient	Correlation coefficient	Determination coefficient	Value of F-statistic	Significance level
0.657	0.581	0.337	91.088	0.000

Also, according to Table 4-12, value of the determination coefficient is 0.337, indicating which the strength of organizational culture determining contribution and under other factors’ constant effect on the knowledge creation. In

the following, analysis of structural equations modeling is referred to the second sub-hypothesis that the result is presented in Fig 4-9.



Chi-square = 189.218, Degrees of freedom= 179, Probability Level= 0.000, RMR = .976, GFI = .968.

Fig 4-9: The results of structural equation modeling of second sub-hypothesis

The results of structural equation modeling showed that the regression coefficient (effectiveness) of organizational culture on the knowledge creation is 0.64. And because the amount of chi-square is 236.101 at a significance level of 0.000 (less than 0.05) hence the model is approved; as a fitness indicators RMR (0.976) and GFI (0.968) are greater than 0.95, so this model shows a good assessment of the real-time world. As this is visible in the model, among the organizational culture, the effectiveness of manager’s support of 0.74 is of the highest impact coefficient, and also less related to the adjustment with contradiction with effectiveness of 0.07 and among 4 indicators of the knowledge capture, the lowest and the highest coefficients are related to the fourth and first indices, respectively.

The third sub-hypothesis: "organizational culture has an impact on the organization of knowledge."

Regression analysis result is  $Y = 1.026 + 0.622 X$

In the above formula, Y denotes dependent variable (knowledge organization) and 1.026 refers to the intercept amount of the regression equation, indicating that the amount of knowledge creation is not affected by the organizational culture. X denotes the independent variable (organizational culture) and the regression coefficient is 0.622 under the effectiveness of organizational culture on the knowledge organization. To check the generalizability of the results obtained from the sample population, the regression analysis is shown in Table 4-13.

Table 4-13: Results of regression analysis of third sub-hypothesis

Criteria	Coefficient		t-statistic	Significance level	Result
	B	Std.Error			
Intercept (Constant)	1.026	0.327	10.080	0.000	H <sub>1</sub> is confirmed
Organizational culture	0.622	0.196	10.196	0.000	

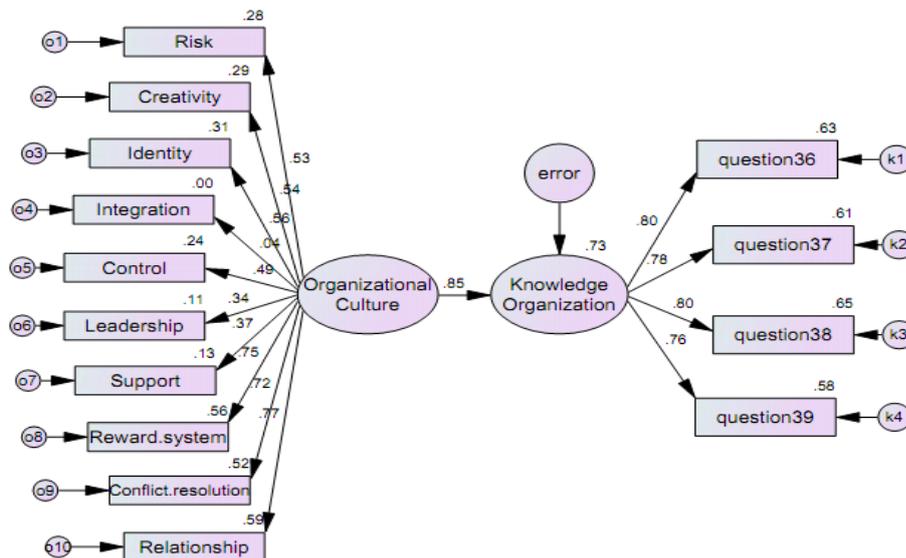
As shown in the table, since both values of the t-statistic are greater than 1.96 and a significance level of both equals to 0.000, less than the error level (0.05), therefore the regression equation is approved. In Table 4-14 below, determining effect of organizational culture on the knowledge organization is discussed.

Table 4-14: Results of third sub-hypothesis determining contribution

Regression	Correlation	Determination	Value of F-statistic	Significance level
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coefficient	coefficient	coefficient		
0.622	0.623	0.388	113.431	0.000

Also, according to Table 4-14, value of the determination coefficient is 0.388, indicating which the strength of organizational culture determining contribution and under other factors' constant effect on the knowledge organization. In the following, analysis of structural equations modeling is referred to the third sub-hypothesis that the result is presented in Fig 4-10.



Chi-square = 259.397, Degrees of freedom= 179, Probability Level= 0.000, RMR = .991, GFI = .983.

Fig 4-10: The results of structural equation modeling of third sub-hypothesis

The results of structural equation modeling showed that the regression coefficient (effectiveness) of organizational culture on the knowledge creation is 0.85. And because the amount of chi-square is 259.397 at a significance level of 0.000 (less than 0.05) hence the model is approved; as a fitness indicators RMR (0.991) and GFI (0.983) are greater than 0.95, so this model shows a good assessment of the real-time world. AS this is visible in the model, among the organizational culture, the effectiveness of communicational pattern of 0.77 is of the highest impact coefficient, and the effectiveness is also less related to the cohesion with effectiveness of 0.04 and among 4 indicators of the knowledge organization, the lowest and the highest coefficients are related to the first and third and fourth indices, respectively.

Fourth sub-hypothesis: "Organizational Culture has an impact on knowledge storage."

Regression analysis result is:  $Y = 0.626 + 0.812 X$

In the above formula, Y denotes dependent variable (knowledge storage) and 0.626 refers to the intercept amount of the regression equation, indicating that the amount of knowledge storage is not affected by the organizational culture. X denotes the independent variable (organizational culture) and the regression coefficient is 0.812 under the effectiveness of organizational culture on the knowledge storage. To check the generalizability of the results obtained from the sample population, the regression analysis is shown in Table 4-15.

Table 4-15: Results of regression analysis of fourth sub-hypothesis

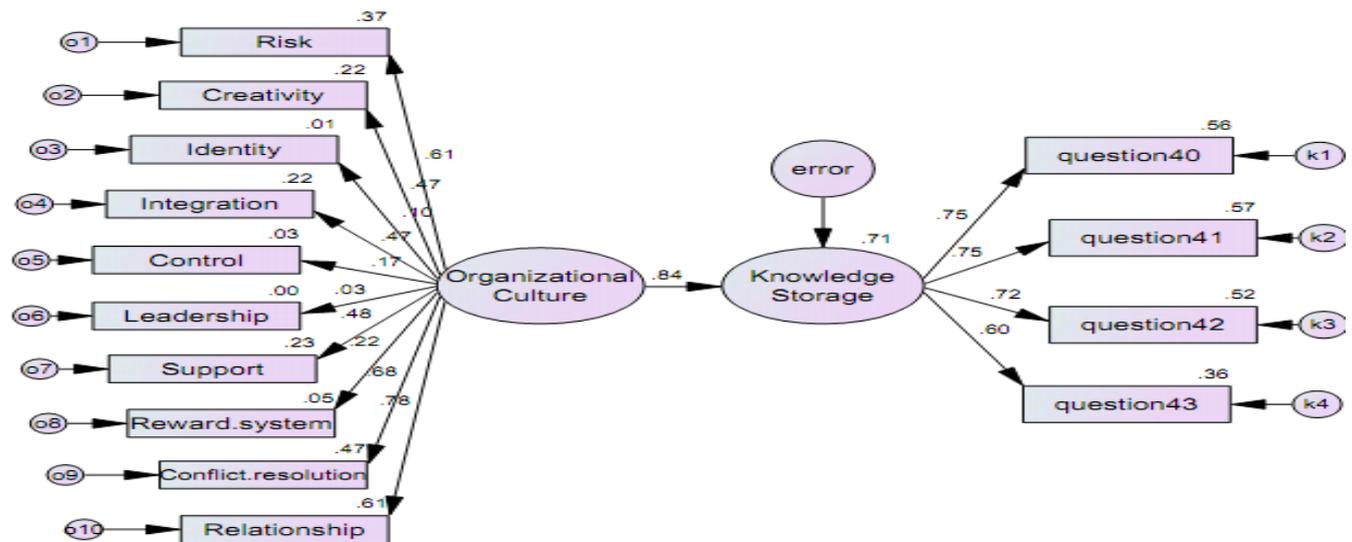
Criteria	Coefficient		t-statistic	Significance level	Result
	B	Std.Error			
Intercept (Constant)	0.626	0.349	11.795	0.000	H <sub>1</sub> is confirmed
Organizational culture	0.812	0.102	7.934	0.000	

As shown in the table, since both values of the t-statistic are greater than 1.96 and a significance level of both equals to 0.000, less than the error level (0.05), therefore the regression equation is approved. In Table 4-16 below, determining effect of organizational culture on the knowledge storage is discussed.

**Table 4-16: Results of fourth sub-hypothesis determining contribution**

Regression coefficient	Correlation coefficient	Determination coefficient	Value of F-statistic	Significance level
0.812	0.810	0.656	62.950	0.000

Also, according to Table 4-16, value of the determination coefficient is 0.656, indicating which the strength of organizational culture determining contribution and under other factors' constant effect on the knowledge storage. In the following, analysis of structural equations modeling is referred to the fourth sub-hypothesis that the result is presented in Fig 4-11.



Chi-square = 247.855, Degrees of freedom= 179, Probability Level= 0.000, RMR = .990, GFI = .976.

Fig 4-11: The results of structural equation modeling of structural equation of the fourth sub-hypothesis

The results of structural equation modeling showed that the regression coefficient (effectiveness) of organizational culture on the knowledge storage is 0.84. And because the amount of chi-square is 247.855 at a significance level of 0.000 (less than 0.05) hence the model is approved; as a fitness indicators RMR (0.990) and GFI (0.976) are greater than 0.95, so this model shows a good assessment of the real-time world. As this is visible in the model, among the organizational culture, the effectiveness of communicational pattern of 0.78 is of the highest impact coefficient, and the effectiveness is also less related to the leadership component with effectiveness of 0.03 and among 4 indicators of the knowledge storage, the lowest and the highest coefficients are related to the first and second and fourth indices, respectively.

Fifth sub-hypothesis: "organizational culture has an impact on the dissemination of knowledge."

Regression analysis result is:  $Y = 0.795 + 0.937 X$

In the above formula, Y denotes dependent variable (knowledge storage) and 0.795 refers to the intercept amount of the regression equation, indicating that the amount of knowledge dissemination is not affected by the organizational culture. X denotes the independent variable (organizational culture) and the regression coefficient is 0.937 under the effectiveness of organizational culture on the knowledge dissemination. To check the generalizability of the results obtained from the sample population, the regression analysis is shown in Table 4-17.

**Table 4-17: Results of regression analysis of fifth sub-hypothesis**

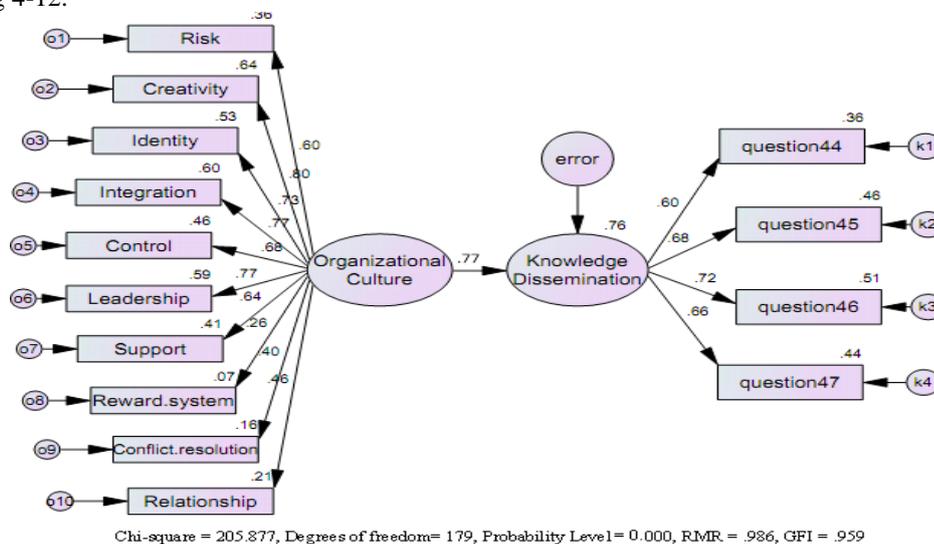
Criteria	Coefficient		t-statistic	Significance level	Result
	B	Std.Error			
Intercept (Constant)	0.795	0.338	12.576	0.000	H <sub>1</sub> is confirmed
Organizational culture	0.937	0.099	9.461	0.000	

As shown in the table, since both values of the t-statistic are greater than 1.96 and a significance level of both equals to 0.000, less than the error level (0.05), therefore the regression equation is approved. In Table 4-18 below, determining effect of organizational culture on the knowledge dissemination is discussed.

**Table 4-18: Results of fifth sub-hypothesis determining contribution**

Regression coefficient	Correlation coefficient	Determination coefficient	Value of F-statistic	Significance level
0.937	0.758	0.575	89.514	0.000

Also, according to Table 4-18, value of the determination coefficient is 0.575, indicating which the strength of organizational culture determining contribution and under other factors' constant effect on the knowledge storage. In the following, analysis of structural equations modeling is referred to the fifth sub-hypothesis that the result is presented in Fig 4-12.



**Fig 4-12: The results of structural equation modeling of the fifth sub-hypothesis**

The results of structural equation modeling showed that the regression coefficient (effectiveness) of organizational culture on the knowledge dissemination is 0.77. And because the amount of chi-square is 205.877 at a significance level of 0.000 (less than 0.05) hence the model is approved; as a fitness indicators RMR (0.986) and GFI (0.959) are greater than 0.95, so this model shows a good assessment of the real-time world. As this is visible in the model, among the organizational culture, the effectiveness of creativity of 0.80 is of the highest impact coefficient, and the effectiveness is also less related to the reward system component with effectiveness of 0.26 and among 4 indicators of the knowledge dissemination, the lowest and the highest coefficients are related to the third and first indices, respectively.

Sixth hypothesis "organizational culture has an impact on application of knowledge."

Regression analysis result is:

$$Y = 0.729 + 0.597 X$$

In the above formula, Y denotes dependent variable (knowledge application) and 0.795 refers to the intercept amount of the regression equation, indicating that the amount of knowledge application is not affected by the organizational

culture. X denotes the independent variable (organizational culture) and the regression coefficient is 0.597 under the effectiveness of organizational culture on the knowledge application. To check the generalizability of the results obtained from the sample population, the regression analysis is shown in Table 4-19.

**Table 4-19: Results of regression analysis of sixth sub-hypothesis**

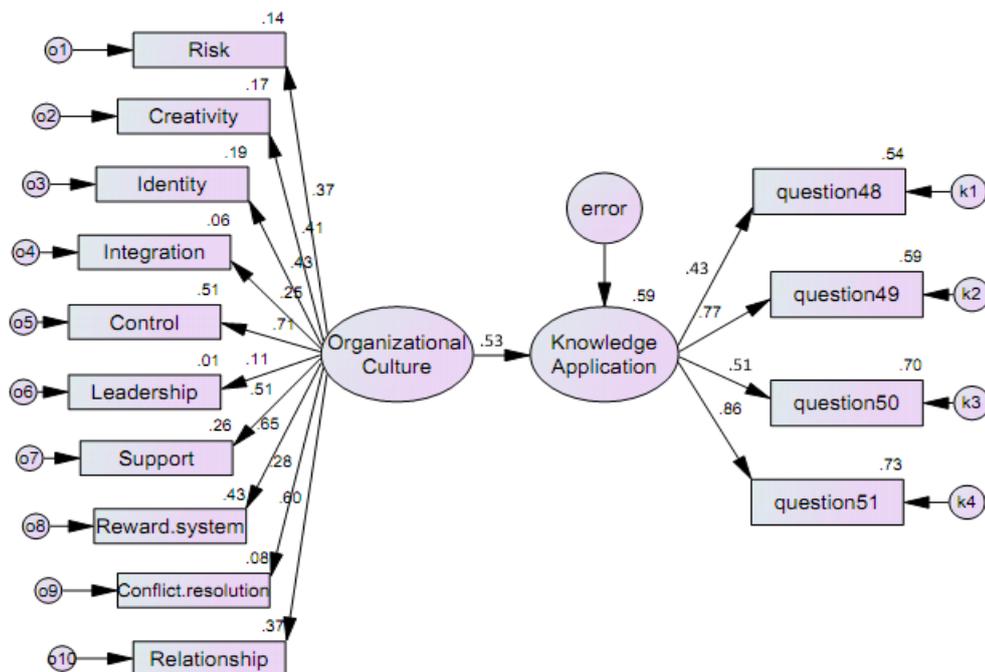
Criteria	Coefficient		t-statistic	Significance level	Result
	B	Std.Error			
Intercept (Constant)	0.729	0.341	14.086	0.000	H <sub>1</sub> is confirmed
Organizational culture	0.597	0.100	4.964	0.000	

As shown in the table, since both values of the t-statistic are greater than 1.96 and a significance level of both equals to 0.000, less than the error level (0.05), therefore the regression equation is approved. In Table 4-20 below, determining effect of organizational culture on the knowledge application is discussed.

**Table 4-20: Results of sixth sub-hypothesis determining contribution**

Regression coefficient	Correlation coefficient	Determination coefficient	Value of F-statistic	Significance level
0.597	0.517	0.268	99.281	0.000

Also, according to Table 4-20, value of the determination coefficient is 0.268, indicating which the strength of organizational culture determining contribution and under other factors' constant effect on the knowledge dissemination. In the following, analysis of structural equations modeling is referred to the sixth sub-hypothesis that the result is presented in Fig 4-13.



Chi-square = 149.126, Degrees of freedom= 179, Probability Level= 0.000, RMR = .971, GFI = .954

**Fig 4-13: The results of structural equation modeling of the sixth sub-hypothesis**

The results of structural equation modeling showed that the regression coefficient (effectiveness) of organizational culture on the knowledge application is 0.53. And because the amount of chi-square is 149.126 at a significance level of 0.000 (less than 0.05) hence the model is approved; as a fitness indicators RMR (0.971) and GFI (0.954) are greater

than 0.95, so this model shows a good assessment of the real-time world. As this is visible in the model, among the organizational culture, the effectiveness of control of 0.71 is of the highest impact coefficient, and the effectiveness is also less related to the leadership component with effectiveness of 0.11 and among 4 indicators of the knowledge application, the lowest and the highest coefficients are related to the fourth and first indices, respectively.

The main hypothesis: "organizational culture has an impact on knowledge management practices."

Regression analysis result is:

$$Y = 1.141 + 0.665 X$$

In the above formula, Y denotes dependent variable (knowledge management) and 1.141 refers to the intercept amount of the regression equation, indicating that the amount of knowledge management is not affected by the organizational culture. X denotes the independent variable (organizational culture) and the regression coefficient is 0.665 under the effectiveness of organizational culture on the knowledge management. To check the generalizability of the results obtained from the sample population, the regression analysis is shown in Table 4-21.

**Table 4-21: Results of regression analysis of main hypothesis**

Criteria	Coefficient		t-statistic	Significance level	Result
	B	Std.Error			
Intercept (Constant)	1.141	0.272	7.520	0.000	H <sub>1</sub> is confirmed
Organizational culture	0.665	0.080	12.094	0.000	

As shown in the table, since both values of the t-statistic are greater than 1.96 and a significance level of both equals to 0.000, less than the error level (0.05), therefore the regression equation is approved. In Table 4-22 below, determining effect of organizational culture on the knowledge management is discussed.

**Table 4-22: Results of main hypothesis determining contribution**

Regression coefficient	Correlation coefficient	Determination coefficient	Value of F-statistic	Significance level
0.665	0.671	0.540	146.276	0.000

Also, according to Table 4-22, value of the determination coefficient is 0.450, indicating which the strength of organizational culture determining contribution and under other factors' constant effect on the knowledge management. In the following, analysis of structural equations modeling is referred to the main hypothesis that the result is presented in Fig 4-14.

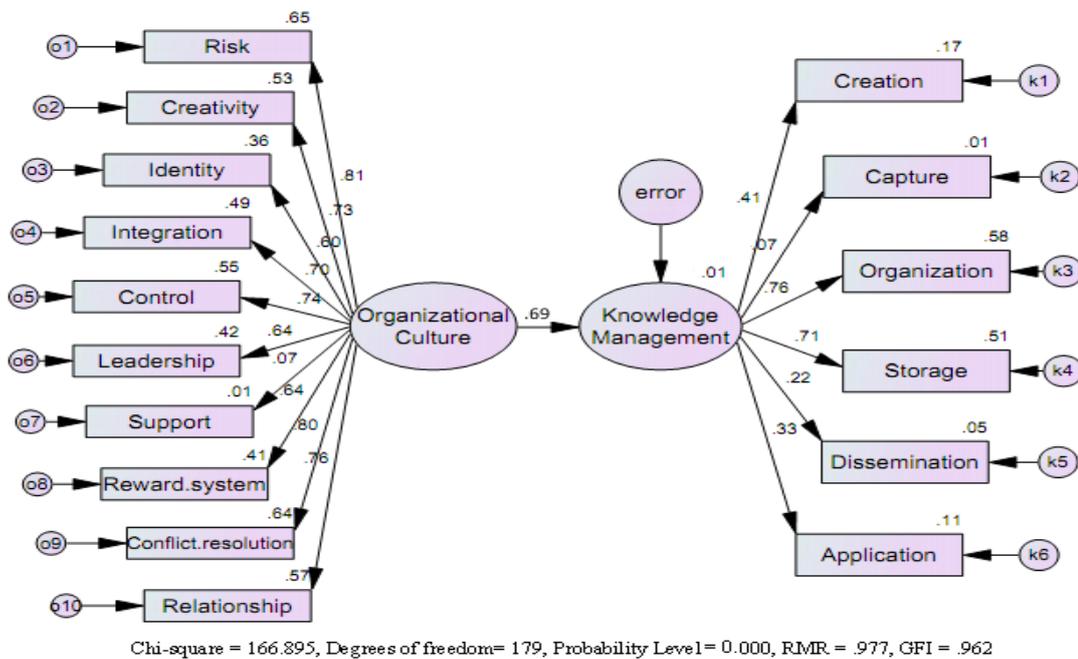


Fig4-14: The results of structural equation modeling of main hypothesis

The results of structural equation modeling showed that the regression coefficient (effectiveness) of organizational culture on the knowledge management is 0.69. And because the amount of chi-square is 166.895 at a significance level of 0.000 (less than 0.05) hence the model is approved; as a fitness indicators RMR (0.977) and GFI (0.962) are greater than 0.95, so this model shows a good assessment of the real-time world. As this is visible in the model, among the organizational culture, the effectiveness of reward system of 0.84 is of the highest impact coefficient, and the effectiveness is also less related to the component of manager’s support with effectiveness of 0.07 and among 6 indicators of the knowledge management, the lowest and the highest coefficients are related to the components of knowledge organization and knowledge capture, respectively.

**DISCUSSION AND CONCLUSION**

The results of hypotheses analysis are presented as follows:

Based on comprehensive analysis of data related to the first hypothesis, the organizational culture has an impact on knowledge creation. Based on the regression and the structural equation modeling, the effectiveness of organizational culture on the knowledge creation is by 0.68 and 0.71, respectively. In fact, in both analyses, the effectiveness is higher than the average and it indicates that organizational culture as an important factor in the creation of knowledge within the organizations. In interpreting the results obtained, it should be noted that when an organization makes appropriate opportunities for the new ideas and proposals by the people and they are ready to do risky and new things and are free and accept responsibility of whatever they do, this makes knowledge and information shared between individuals and different groups within the organization and creates knowledge based resources and new experiences to the employees.

Based on comprehensive analysis of data related to the second hypothesis, the organizational culture has an impact on the knowledge capture. Based on regression analysis and structural equation modeling, the effectiveness of organizational culture on the knowledge capture is of 0.657 and 0.64, respectively. In fact, in both analyses, the effectiveness is higher than the average, and it indicates that the organizational culture is an important factor in capturing knowledge within the organizations. In order to interpret the results obtained, it should be considered that if the employees are proud of the organization, they know themselves to belong it and make a lot of efforts in the organization in order to gain the new knowledge and experience and become coordinated with the managers and move toward the success of the organization, all make the new knowledge enter and accepted into the organization.

Based on comprehensive analysis of data related to third hypothesis, the organizational culture has an impact on the organization of knowledge. Based on regression analysis and the structural equation modeling, the effectiveness of organizational culture on knowledge management is of 0.85 and 0.622, respectively. In fact, in both analyses, it is higher than the average, and indicates that the organizational culture is an important factor in the organization of knowledge within the organization. Interpreting the results of this hypothesis, it should be noted that if the organization has an appropriate culture of the enlightenment of institutional policies in the registration and renewing the knowledge and the specified procedures to classify and categorize data by combined and multi-proposal ways, as well as personnel with complete freedom put forward suggestions, critiques and opinions and work under structured cooperation and collaboration together which leads the knowledge to be organized within the organization ideally.

Based on comprehensive analysis of data related to the fourth hypothesis, the organizational culture has an impact on the knowledge storage. Based on the regression analysis and the structural equation modeling, the effectiveness of organizational culture on the knowledge storage is 0.812 and 0.84. In fact, in both analyses, it is higher than the average, indicates that the organizational culture is an important factor in the storage of knowledge in organizations. Interpreting the results obtained, it should be noted that when the organization defines the reward system, incentives to improve performance and standards of promotion based on individual's knowledge, it provides mechanisms of the knowledge storage and enhances the culture to utilize others' experience and prepare the databases and hardware and software facilities to store the knowledge and this will help to increase the staff's knowledge and strength the knowledge storage.

Based on comprehensive analysis of data related to the fifth hypothesis, the organizational culture has an impact on the dissemination of knowledge. Based on regression analysis and the structural equation modeling, the effectiveness of organizational culture on knowledge dissemination is 0.937 and 0.77, respectively. In fact, in both analyses, it is higher than the average and indicates that the organizational culture is an important factor in the dissemination of knowledge in organizations. Interpreting the results obtained, it should be considered that if within the organization there is culture of an open door policy, in other words, employees and managers in addition to work elsewhere, including Chapel and corridors, are in contact with each other and there are mechanisms for easy access to people to the knowledge, the organizational reports are submitted based on a scheduled process for employees, customers and stakeholders, and if there are held conferences, presentations and meetings, this causes the dissemination of knowledge more.

Based on comprehensive analysis of data related to the sixth hypothesis, the organizational culture has an impact on application of knowledge. Based on the regression analysis and the structural equation modeling, the effectiveness of organizational culture on the knowledge application is 0.597 and 0.53, respectively. In fact, in both analyses, it is higher than the average, and indicates that the organizational culture is as an important factor in the application of knowledge in organizations. Interpreting the results of this hypothesis, it should be noted that if the organization has an appropriate culture to use different methods to develop and enhance and promote their employees' knowledge on the basis of knowledge, the managers must accept high level suggestions and criticisms by the staff and the individuals confined to each other when using the knowledge and the people become encouraged to do risky and new things, based on application of new knowledge, this leads the knowledge to be applied in the organization, ideally.

Based on comprehensive analysis of data related to the main hypothesis, the organizational culture has an impact on the knowledge management. Based on regression analysis and structural equation modeling, the effectiveness of the organizational culture on knowledge management is 0.69 and 0.665, respectively. In fact, in both analyses, it is higher than the average, and indicates that the organizational culture as an important factor in knowledge management in organizations. Interpreting the main hypothesis, it must be stated that if an organization enjoys the organizational culture enhancing individual's risk-taking and creativity and the integrity of the organization gets strengthened, and self-control is considered as a standard behavior and the managers treat with the subordinated appropriately, support them to do the knowledge-based things and finally, the organizational reward system encourages such people that it enhances the process of creation, capture, organization, storage, dissemination and application of knowledge, in overall the knowledge management. The results of this study are consistent with the studies by A. Beidokhti (2011), Khakpoor et al (2009), Husseini (2006), Chen et al. (2010), Michal Brandt (2009) and Xuang (2005).

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