

Conceptual framework of relationship between Knowledge management and Organizational culture

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Abstract

Managing the creation and sharing organizational knowledge has been a challenge to organizations for many decades. They might have adopted various strategies in meeting the challenge, which may range from adopting new technologies to altering organizational structure. These technology driven solutions, although important to knowledge management, often failed to achieve their objectives because they did not consider cultural factors critical to effective knowledge management. Organizations failed to consider the relationship between Knowledge Management and Organizational Culture, and the cultural factors that impacted effective knowledge management initiatives. Just as knowledge management is critical to an organizations competitive advantage, organizational culture is critical to an organizations definition and execution of its business strategy.

The concept of knowledge management continues to evolve. Regardless of its evolution, Knowledge Management is recognized as an important competitive factor for businesses worldwide. . The literature presents a framework for addressing the relationship between Knowledge Management and Organizational Culture by identifying the cultural factors that impact knowledge management initiatives. The theory based literature reported in this paper both support this supposition

This research paper attempts to highlight the importance of organizational culture in knowledge management. It postulates that a right and proper culture will further amplify the success of knowledge management in the organizations. The Competing Values Framework has been developed to clarify the complex and paradoxical nature of organizational effectiveness, while the SECI process model attempts to account for knowledge creation and conversion in organizations. Integrating knowledge management theory with the Competing Values Framework could provide the means to understand how organizational culture drives

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or enhances the development of organizational knowledge. Hence knowledge management can't be effectively addressed without addressing organizational culture.

Key Words: Knowledge Management, Organizational Culture, Organizations.

Introduction

Individuals and organizations have begun to appreciate the increasingly important role of knowledge in the present competitive environment. Organizations have now realized that knowledge can be used as a competitive weapon. They have recognized that their success hinges from the quality of knowledge assets they possess and the successful exploitation of them. The current emphasis on knowledge as a source of competitive advantage as we are experiencing now is probably a result of economic, industrial, and cultural developments that have taken place in the last few decades. Many researchers have suggested knowledge as a source of sustained competitive advantage. Knowledge is difficult to imitate since it is closely embedded in the entity such as in organizational culture, policies, systems, and employees. The thoughts of knowledge as assets and can be capitalized for organizational competitive advantage should press all organizations to institute appropriate knowledge management systems. However, organizations should understand that knowledge is difficult and complex to manage. Therefore, although knowledge is so valuable for organizational competitive advantage, organizations should recognize the needs to institute a proper system to manage it properly. Knowledge Management (KM) initiatives are expanding across all types of organizations worldwide. The competitive benefits of KM efforts have been demonstrated and documented in industry, government and in the academic world for the past six years. However, recent global analyses of such initiatives highlight the fact that not all of them are necessarily successful. One of the main success barriers relates to organizational culture.

That's why many authors agree that more than anything else organizational culture holds the key to successful knowledge management. The key to effective management of knowledge is to create an organizational culture that understands what knowledge is important and then to create processes to put that knowledge into action. Knowledge Management aims at adding value for customer through acquisition, creation, sharing and reuse of any aspect of knowledge relevant to the organization and its environment, internal and external. Organization need to think beyond what works today i.e. outside the boundaries

of current practices, products, services, organization and industry in order to keep up with the more rapid pace of change. This new business environment puts the premium on creativity and innovation more than ever before. As a result organization needs to analyze and plan their business strategies in terms of the knowledge they currently possess and the knowledge they will need for the future business processes. They need to identify and formalize existing knowledge, acquire new knowledge for future use, archive it in organizational memories and create systems that enable the effective and efficient application of the knowledge within the organization. However, organizational culture underpins knowledge management by influencing how members learn and share knowledge. Paradoxically, organizational culture has been identified as the main impediment to knowledge management and yet very little is known about how organizational culture contributes to or impedes knowledge management. Organizations have several reasons in adopting knowledge management initiative. The key business reasons that drive people to adopt a knowledge management solution are:

- To enhance internal collaboration,
- To capture and share best practice,
- To provide e-learning for customer relationship management,
- To provide a project workspace,
- For competitive intelligence.

For years organizations have coded, stored, and transmitted knowledge. However, the present advancement of information technology has made the tasks a lot easier to accomplish. However, utilization of information technology alone does not guarantee the success of knowledge management in an organization. The success of knowledge management, in particular the creation and sharing of tacit knowledge is influenced by organizational culture. It's a belief that the success of knowledge management is affected by the willingness among individuals to share knowledge, and hypothesizes that certain dimensions of organizational culture encourage the willingness among individuals to share tacit knowledge. In turn, the willingness to share knowledge promotes further creation of knowledge.

Knowledge is suggested as a source of sustained competitive advantage. It is difficult to imitate since it is closely embedded in the entity such as in organizational culture, policies, systems, and employees. The thoughts of knowledge as valuable assets can be capitalized for organizational competitive advantage and organizations should recognize the needs to institute a proper system to manage it properly. In turn, the willingness to share knowledge promotes further creation of knowledge.

Organizational context reflects the organization roles and structure, formal and informal, as well as the socio-cultural factors affecting knowledge management such as culture, power relations, norms, reward systems and management philosophy. Effective knowledge creation, sharing and leveraging requires an organizational climate and reward system that values encourages cooperation, trust, learning and innovation and provides incentives for engaging in those knowledge based roles, activities and processes.

But most organizations lack a culture that supports collaborative work because people view personal ownership of knowledge as a method to ensure job security

Ability to share knowledge is the key phrase that is missing in the organizations today. So organizations have to face complexities, challenges. Employees are not reluctant to share their expertise. This is a key aspect to knowledge management. So this report explains that there is a need to change cultural factors so people are rewarded rather than them holding on to the knowledge that they possess.

Finally knowledge management aims to turn knowledge into an organizational asset that can be used by a broader set of individuals. Knowledge sharing must typically be incentivized for optimum success.

As organizations face a multitude of challenges, they have to cope with ever increasing dynamics and complexity. The performance criteria have ranged, broadly, from efficiency in the sixties, quality in the seventies, flexibility in the eighties, to creativity in the nineties. However, as these characteristics become less exclusive, creativity is the battleground for competitive firms. As a response, organizations have taken a variety of measures. The common denominator of such measures is knowledge management. This involves the identification of necessary and strategic knowledge within the organization, taking measures to retain and expand this knowledge, and finding optimal ways of utilizing the knowledge. Most modern organizations have to cope with new or intensified challenges like increased customer influence, intensified competition, shortened product life cycles, continuous and accelerated technological change. Organizations may react in a variety of ways, to changes to the organizational structure, such as reduction of the number of management levels, introduction of profit centers, outsourcing of support functions; changes to the functional structure, by means of increasing task span, authority, and responsibility changes to the process structure, also known as business process redesign (BPR) and strategic quality management change in values, norms and especially sharing information to achieve the objectives of organization.

Review of Literature

Tseng (2011) explores the impacts of hierarchical culture on the effectiveness of the knowledge management processes (KMP). Through interpretative case studies and questionnaire analyses, the research finds that hierarchical culture has shown its influences towards KMP, and can act as mediators for knowledge conversion, and KMP. For instance, developing hierarchical culture will be suitable for conducting combination and externalization; moreover, it will be beneficial to the implementation of KM. In contrast, it would not be helpful towards socialization and internalization; moreover, it will not be beneficial to KM strategy and plan. Wang *et al.* (2011) finds that organizational culture comprises a firm's climate that informally and tacitly defines how the firm develops and uses knowledge, thus it has a significant effect on knowledge creation capability. The purpose of this study is to investigate the impact of organizational culture on knowledge creation capability. This study not only contributes to knowledge management research by identifying a key antecedent of knowledge creation capability – organizational culture – but also is of importance to organizational culture literature by demonstrating the proper organizational culture for knowledge creation capability. Siakaset *al.* (2010) finds that it is apparent that culture has a most significant influence on the knowledge-sharing capability of time- and money-restricted dispersed projects. Cultural awareness and the use of new information and communication (ICT) tools, such as web 2.0, are factors supporting knowledge sharing. Tseng (2010) investigates the correlation between organizational culture and knowledge conversion on corporate performance under a Chinese-centric set of societal, cultural and linguistic attitudes and behaviors. However, different countries have different cultures. If the organization can nurture an adhocracy culture, it will be easy to create an environment where knowledge workers can learn, feel comfortable, and have the opportunity to be creative and innovative, improve corporate performance and increase the organization's value. Ajmalet *al.* (2009) finds that it is apparent that culture has a most significant influence on the KM capability of an organisation. The moral and budgetary support of senior management is essential for the success of any KM plan in project-based business. The paper first looks at the general issues of KM and the “learning organisation”. Second, the study discusses the more specific issue of KM in project-based firms. Third, the paper explores national, organisational, and professional cultures in the context of project-based business. Finally, the paper draws the three preceding sections together to discuss the managerial implications

of dealing with cultural issues in fostering KM in project-based firms. Lai (2007) explores the factors affecting the implementation of knowledge activities, which are the organizational culture which many knowledge management programs adopt. The main problem under investigation is to assess the importance of organizational culture within an enterprise and to ascertain how it can ensure that knowledge activities would continue to be fitting and proper in an enterprise. Ardichvili *et al* (2006) explores cultural factors influencing knowledge sharing strategies in virtual communities of practice. A qualitative research design was employed. Data collection was based on in-depth interviews. The authors assumed that such factors as degree of collectivism, competitiveness, the importance of saving face, in-group orientation, and attention paid to power and hierarchy, and culture-specific preferences for communication modes, would explain differences in knowledge seeking and sharing patterns. Oliver *et al* (2006) identifies various factors affecting knowledge culture in some of the large organizations and suggests realistic strategies for developing knowledge culture. In-depth case studies were conducted at six large distributed organizations to investigate and assess knowledge management practices and associated organizational culture. The study identified ten major factors affecting knowledge culture in organizations. These include leadership, organizational structure, and evangelization, communities of practice, reward systems, time allocation, business processes, recruitment, infrastructure and physical attributes. Sabri (2005) finds the relationship of knowledge management to the organizational context. It argues that knowledge management is not just computer and information systems; it embodies organizational processes that seek to augment the creative, innovative capacity of human beings. Specifically, the study regards the compatibility between the organizational structure and corporate culture essential for activating a knowledge base culture in modern organizations. The study sets a proposed framework on how to transform Arab bureaucracies into knowledge creating cultures by means of designing the right structure in which information sharing, learning, and knowledge formation should be parts of the organizational norm. Lopez *et al* (2004) analyzes how the organizational culture impacts knowledge management, organizational learning and ultimately the performance of the firm. The degree to which collaborative culture influences organizational learning and performance is investigated for 195 Spanish firms. The technique used was structural equation modeling (SEM). Park (2004) analyses that a supportive organizational culture can enable the successful implementation of knowledge management (KM) technology initiatives. In this study, the 44 cultural attributes of the organizational culture profile (OCP) and the

knowledge management technology profile (KMTP) instruments were used to identify and rank the most critical organizational culture attributes that promote knowledge sharing and KM technology implementation success. McDermott (2001) observes that culture is often seen as the key inhibitor of effective knowledge sharing. A study of companies where sharing knowledge is built into the culture found that they did not change their culture to match their knowledge management initiatives. They adapted their approach to knowledge management to fit their culture. They did this by: linking sharing knowledge to solving practical business problems; tying sharing knowledge to a pre-existing core value; introducing knowledge management in a way that matches the organization's style; building on existing networks people use in their daily work; and encouraging peers and supervisors to exert pressure to share. Banks (1999) finds that in a world of rapid and continuing change it is imperative that organisations maximise their return on all assets. One of the least-exploited assets is the knowledge that resides within the individuals and groups of the organisation. It is possible to create an organisation that has an appropriate culture and the internal systems and structure to realise the potential locked into these assets. This is what knowledge management attempts to do.

Research Methodology

This paper is based on **Descriptive Research**. Descriptive research is used to obtain information concerning the current status of the phenomena to describe "what exists" with respect to variables or conditions in a situation. It is marked by prior formulation of specific research question and the investigation already knows the substantial and about the research problem. All main elements of the research paper, comprising theory, findings and analysis were incorporated in a lucid and cohesive manner and structured in order to address and evaluate the central research objectives appropriately. The research study is qualitative in nature, as the selected research method ought to be effective in collecting the data needed to answer the research objectives. Source of data is **secondary** that is collected from different sources like books, reports, journals and websites.

Objectives of Study

- To develop a framework of Knowledge Management.
- To develop a framework of Organization Culture.

- To frame a conceptual binding between Knowledge Management & Organizational Culture.
- To study the benefits of this Knowledge Management and Organizational framework

Conceptual Framework

Knowledge Management (KM) has been defined as “the process by which an organization creates, captures, acquires, and uses knowledge to support and improve the performance of the organization. Knowledge Management is “management of knowledge”. Bukowitz and Williams (1999) provide knowledge management process framework based on two streams of activity that occur in organizations: day-to-day use of knowledge to respond to demands or opportunities from the marketplace (tactical level) and the long-range process of matching organizational knowledge assets to strategic requirements (strategic level). The framework indicates how organizations generate, maintain and deploy knowledge-based assets to create value in order for them to compete successfully in the marketplace (see Figure 1).

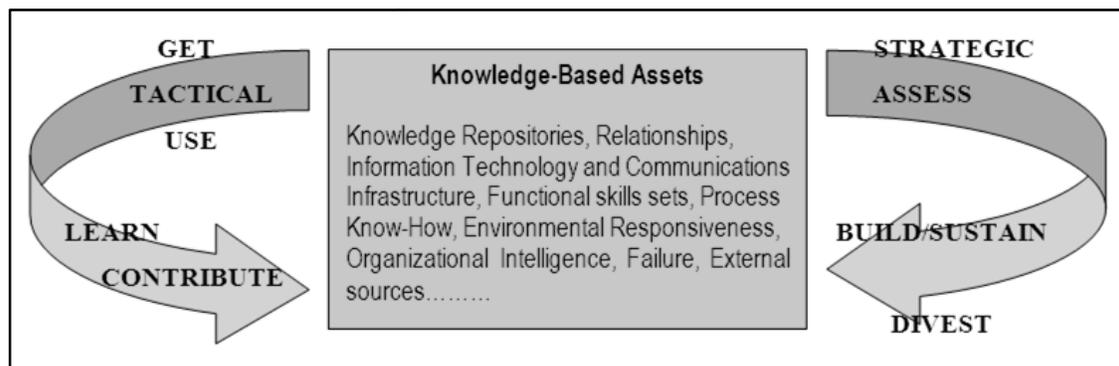


Figure 1: Knowledge Management Process Framework

In organizations, employees perform four important things with the information. They get, use, learn and contribute (Bukowitz and Williams, 1999). The employees gather relevant information that they need for their daily work; they turn the information into knowledge and use the knowledge to create value; they learn from what they have created; and, hopefully, they feed this new knowledge back into the systems for others to use as they tackle problems of their own. Each of the steps requires the participation of everyone in the organization and need some kinds of support. Information technology can be an excellent support to make the four steps run smoothly. In addition, organizations might also want to consider incentives to encourage the process.

In the strategic level, organizations need to perform a continual assessment of existing knowledge assets and to compare those assets with future needs. They need to map current knowledge-based assets against future knowledge needs. They need to build knowledge through relationships with employees, suppliers, customers and competitors. And lastly, they should divest some of their knowledge-based assets if the assets are not directly contributing to their competitive advantage (Bukowitz and Williams, 1999). Interest in KM has grown because of the belief that the creation and transfer of knowledge is essential to long-term organizational effectiveness.

The **Conceptual Framework for Knowledge** in organizations has 11 concepts. The 11 knowledge concepts are as follows:

1. Every firm has a knowledge strategy;
2. A knowledge strategy has three components: personal, interpersonal, and impersonal (or digital);
3. Technology has an enabling role in each of the three components of a knowledge strategy;
4. Every firm has a stock of intellectual capital;
5. Every firm has a knowledge culture;
6. Every firm has social capital;
7. Every firm has a knowledge ecology from the implementation of its knowledge strategy, the operation of its knowledge culture and its social capital;
8. A firm's knowledge ecology impacts organizational performance;
9. A firm's knowledge ecology has distinct attributes;
10. Perfect knowledge is a dangerous and unachievable myth;
11. Improving a firm's knowledge ecology to improve organizational performance is difficult and cannot be done without sustained cultural change, and changes to behaviors and processes.

The **Conceptual Representation of Organizational Culture** can be conceptualized into three levels: artifacts, values and beliefs, and basic underlying assumptions. **Figure 2** provides a conceptual representation of organizational culture according to the Competing Values Framework. Each quadrant is labeled according to its most notable characteristics. The upper left quadrant, referred to as the **Human Relations** perspective, is characterized by flexibility

and an internal focus. The emphasis is on information sharing and participative decision-making. Members are part of a common social system or clan and are bonded together through the development of a sense of affiliation and belonging. The upper right quadrant, referred to as the **Open Systems** perspective, is characterized by flexibility and an external focus. These adaptive adhocracies emphasize innovation, creativity, adaptation, growth, external support, and resource acquisition. Members are bonded together through being inspired and challenged. The lower right quadrant, referred to as the **Rational Goal** perspective, is characterized by predictability and an external focus. These market type organizations value competitiveness, productivity, goal clarity, efficiency, and accomplishment. Members are bonded together through goal orientation and competition. The lower left quadrant, referred to as the **Internal Process** perspective or hierarchy culture, is characterized by predictability and an internal focus. The emphasis is on information management, documentation, stability, centralization, continuity, and control. Organizations are seldom characterized by a single cultural type. Organizations with all four quadrants represented are considered to be ‘balanced’ and perform well.

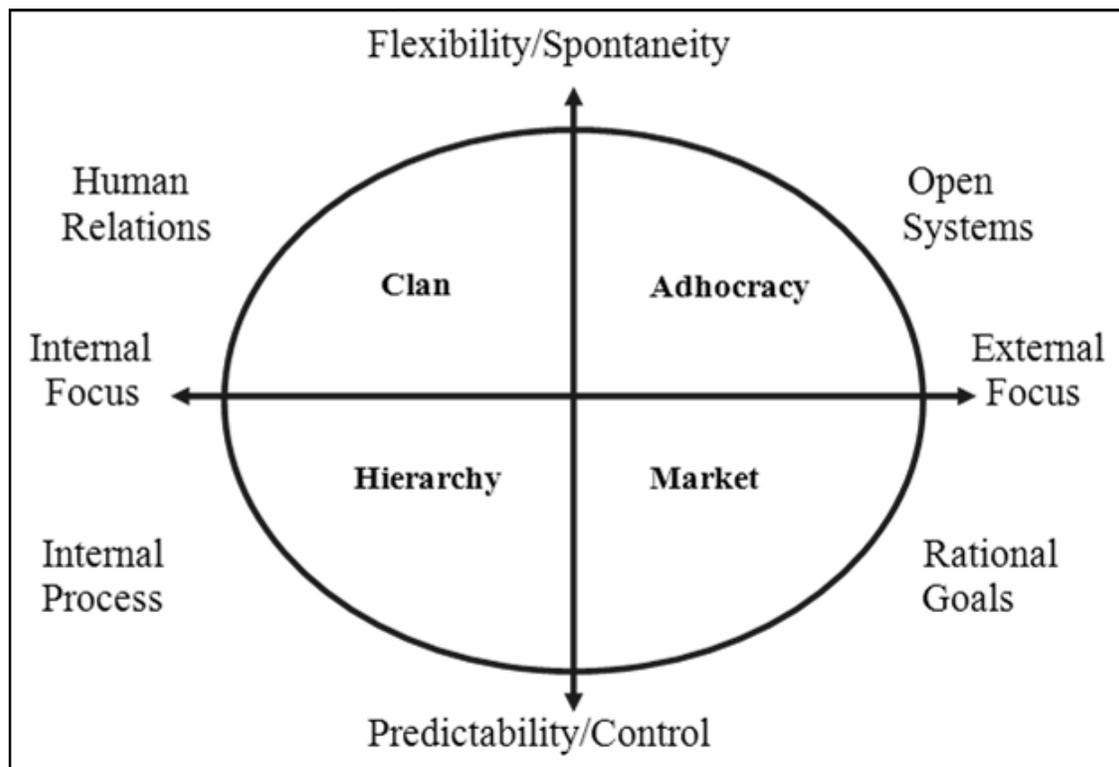


Figure 2: The Competing Values Framework: Organizational Culture

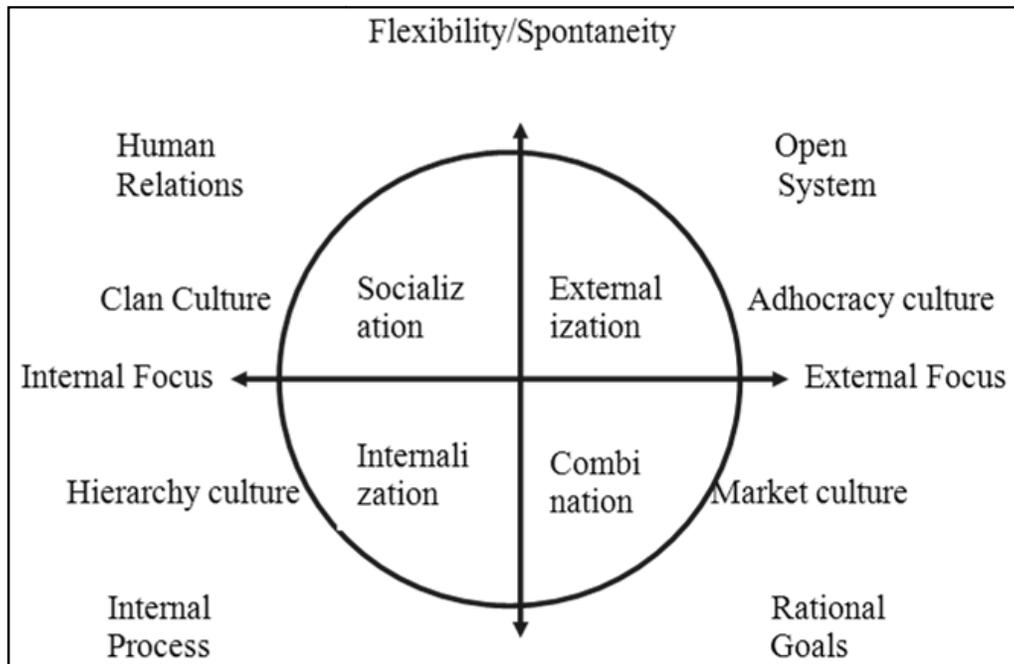


Figure3: The Organizational Knowledge Management Model

The open systems culture (CVF) characterized by flexibility, innovation, and creativity and based on the development of external relationships is congruent with the externalization processes involving the conversion of tacit to explicit knowledge (SECI model). Takeuchi and Nonaka (2004, p. 98-99) suggest that for externalization to occur, ‘individuals use “discursive consciousness” and try to rationalize and articulate the world that surrounds them’.

Externalization processes create tacit knowledge which must then be crystallized and shared with others to create new explicit knowledge (Byosiere&Luethge 2004). Again, parallel concepts are evident as proposed in the open systems culture and the externalization processes that recognize the importance of providing opportunities for innovative reflection by individuals. The market culture in the CVF is based on rational goals which emphasize competitiveness, productivity, goal clarity, efficiency, and accomplishment. Clear directions provide individuals with knowledge about how their efforts influence organizational outcomes and have a significant impact on organizational effectiveness. Similarly, Nonaka and Toyama (2003, p. 5) refer to rationalism as ‘an effective method to combine, edit, and break down explicit knowledge’ in the combination mode (SECI model) to operationalize corporate knowledge. Consequently, the market culture and the process of combination are theoretically consistent in the recognition of the importance of acquiring, operationalizing,

synthesizing, and disseminating knowledge through the conversion of explicit to explicit knowledge. The final quadrant in the CVF focuses on the internal processes of a hierarchy culture and emphasizes information management, documentation, stability, routinization, and control. The development of work routines and practices enable individuals to tailor knowledge to solve practical problems. The internal processes of the ‘professional bureaucracy’ (Quinn et al. 2003) are consistent with the internalization mode in the SECI model where ‘knowledge is applied in practical situations and becomes the base for new routines’. The process involves the conversion of explicit into implicit knowledge through defining responsibilities, measurement, documentation, and record keeping. Therefore, the internal process culture within CVF and the process of internalization (SECI) have important conceptual similarities which recognize the importance of knowledge standardization. Figure 4 provides a visual representation of the conceptual processes in the integrated model: The Organizational Knowledge Management Model

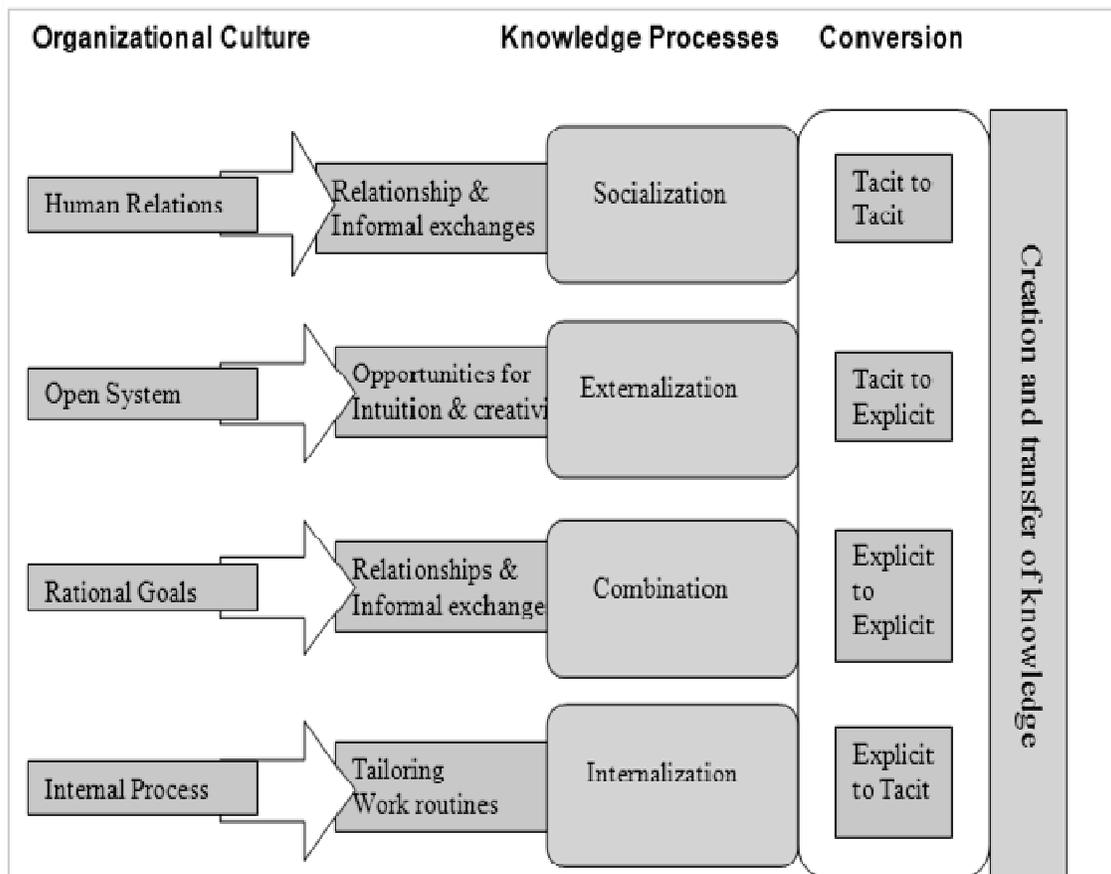


Figure 4: The Conceptual Processes in the Organizational Knowledge Management Model

Implications for Theory and Practice

There are several theoretical and practical implications that result from examining the relationships among organizational culture characteristics and knowledge management. Integrating the CVF with the SECI may enhance our understanding of the social processes that determine organizational effectiveness.

The SECI provides a theoretical guide to knowledge generation and conversion and suggests that the processes take place simultaneously within an organization. In contrast, the CVF emphasizes the importance of coping with complex and competing demands. The integration of both models may assist organizational members to appreciate the complexity of knowledge management systems where multiple functions are being undertaken simultaneously.

Drawing on the SECI knowledge management model to augment the CVF could extend our understanding of managerial leadership behavior that facilitates knowledge management. Denison et al.'s (1995) study which identified that, less effective managers focused on roles associated with rational goals and internal process cultures and neglected roles associated with human relations may have consequences for knowledge management in organizations which perform poorly. Less effective managers may be restricted to using a limited range of knowledge generation and transfer modes. Their lack of focus on roles associated with human relations and open systems may be associated with poor socialization and externalization of knowledge in terms of the SECI Process Model which could restrict the conversion of tacit to explicit knowledge. According to Boal and Whitehead (1992), managers who only engage in a limited number of roles are unlikely to be successful except in highly stable environments. Therefore, ineffective managerial leadership and the associated restrictive knowledge management processes may account for why some organizations struggle in the current turbulent environment. Clarifying the managerial leadership roles that assist in the development of a knowledge creating and sharing culture could have important implications for organizational change and development. Leaders face great challenges as the initiators of change in bringing about organizational development. This process has been described as attempting to move entrenched bureaucracies and control systems in the direction of human relations and task achievement in order to adapt to the environment. The development of theory which integrates the Competing Values Framework and SECI could advance identification of appropriate managerial leadership roles.

The new Organizational Knowledge Management Model should be operationalized as a basis for managerial leadership development. Such a development could assist leaders to strategically select behaviors to optimize knowledge creation and transfer which underpin successful organizational change. In addition, the model could assist in the diagnosis of inadequate knowledge management processes, for example, where a culture of knowledge hoarding creates barriers to knowledge sharing. Such a situation may arise in a highly competitive organization which aggressively focuses on a market culture.

Having a Supportive Culture for Knowledge Management

Culture, which is mainly shaped by people, is a basic building block to knowledge management and is a powerful force. It must be considered when introducing a knowledge management programme because it affects how the enterprise accepts and fosters that programme. The ultimate success of knowledge management depends on a supportive culture. If knowledge management is to be an integrated aspect of how work gets done in an enterprise, it must become an integrated aspect of the culture.

Usually new programmes are overlaid onto the culture, that is, typically introduced and added onto the existing culture, instead of being integrated into it. In other words, the culture is neither examined nor altered as to its 'fit'. The beliefs, values, systems, policies and management styles in place within the culture will work against the knowledge management overlay.

If the culture does not support knowledge management, obstacles continue to appear and eventually derail its success. Employees within the enterprise may continue to attend knowledge management and sharing workshops, only to return to a non-supportive culture. Because of the lack of results, the enterprise rationalizes that 'knowledge management does not work.' In the past this lack of attention to the culture or to a strategy for creating a supportive culture worked for South African enterprises. This was because enterprises had very little competition and emphasis was more on profit-making and increased production. There was no real need to create an ongoing supportive infrastructure and culture for business success.

Today, however, enterprises have realized the need to manage knowledge and information as a critical way of accomplishing sustained business advantage. Enterprises are restructuring and continually implementing programmes that will ensure business success. However, the mistake they make is that the changes are just being overlaid onto the culture.

Introducing a formalized knowledge management programme within an enterprise, like any other adjustment, requires a culture that supports and nurtures the programme. If enterprises are to be successful in managing their knowledge, there needs to be consistency in support and a reduction of obstacles. This does not imply that the knowledge culture will be the same in all enterprises embarking on knowledge management. There should be an assessment of the existing culture and a need for an enlightened and conscious decision to make the necessary changes to the culture for the knowledge management programme to succeed.

People and culture can be viewed as primary enablers to the success of knowledge management. The two are very closely related since people are a critical element in the organizational culture, as culture is about the values, beliefs, norms and behaviours that people have in the enterprise. People play a very crucial role in creating the right culture for knowledge management. They have the knowledge in their heads and should be encouraged to share their knowledge with others by making their knowledge explicit.

Knowledge management, like any programme in an enterprise, also requires leadership commitment to create an environment within which people are able to share knowledge and are allowed assimilating as well as practicing the knowledge gained.

This cannot be better emphasized than in the way Saint-Onge (1996:13) puts it: 'In the beginning, an enterprise's culture acts [as] a powerful filter on its perceptions of the business environment and, thus, contributes to the shape of the business strategies that are adopted. Later, when specific strategies are in place, they cannot be successfully implemented if the culture does not shape the enterprise's behaviour in ways that are congruent to these strategies.'

Organizational Culture affects the Success of Knowledge Management Programs

Obviously the type of culture can determine the approach taken to gain endorsement and support for a knowledge management program. There would be no point trying to create more collaboration (appealing to the hearts) when the culture is 'mercenary'. It would be better to focus on the need for members to have input and access to a competitor database so as to effectively and quickly counter any threatened takeover (i.e. appealing to the minds of the members). Conversely in a 'communal' culture, it would be possible to implement equitable reward structures, gain support for developing the company's mission statements (corporate identity) and encourage informal knowledge sharing.

Even within the 'right' organizational culture for the situation, there may still be problems gaining the interest, trust and support of organizational members. They may be suspicious of the new initiative and need to be convinced of its benefits before accepting knowledge management as an integral part of the culture. Some suggestions for 'engagement' include:

- Explain the knowledge management journey and clearly articulate the role of knowledge management in the organization
- Address the 'what's in it for me' factor up front, include clear messages from senior management and clarify the rewards and recognition schemes that may be used
- Involve all staff in the design and implementation process to help overcome natural resistance to change
- Provide case studies of how knowledge management has been successfully applied in similar industries or in other areas of the organization

In addition to these suggestions, Price Waterhouse Coopers (1999) suggested that in order to harness and amplify the know-how experience and expertise of employees, companies should implement the following knowledge management strategy:

- focus only on what the business needs to know (i.e. become knowledge focused);
- make important knowledge visible (i.e. become knowledge visible by creating and making explicit pathways to the experts and important wisdom within the company);
- pay attention to the vocabulary of knowledge (i.e. become knowledge defined);
- tap knowledge from customers, suppliers and competitors (i.e. become a knowledge seeker);
- make it clear to employees that knowledge sharing is a core value for the company (i.e. become a knowledge culture);
- measure the results of the implementation of the knowledge management program (i.e. become a knowledge assessor); and
- Reward the sharing of expertise and intelligence (i.e. become knowledge exemplified).

Benefits of Knowledge Management and Organizational Culture Conceptual Framework

It is beneficial to use Knowledge Management and Organizational Culture Framework as it is evident that Knowledge Management is one of the biggest assets of every organization and to enhance the knowledge sharing among the employees it is necessary to have a supportive

organizational culture. In order to sustain this invaluable asset, organizations must encourage employees to pass on this knowledge to others. The reuse of knowledge within an organization is so important that organizational management must encourage senior employees and leader to communicate effectively and clearly when diffusing knowledge to other members in their group.

Second, when employees are knowledgeable, it instills in them confidence, and a good sense of direction to guide and lead others. Being knowledgeable is the first step in individual growth and development. Management must encourage individuals to seek outside knowledge as well in a form of external training and seminars. This will help strengthen individual's knowledge and competency in order to sustain the organization.

In addition, management can manage knowledge to strengthen individuals and the organization by promoting continuous education and change. If management and the workforce can easily adapt or change to competition and needs of clients; it will be a greater opportunity for the organization as well as the individual to learn and bring in new knowledge for the survival of the organization. Commitment by both management and employees to continuous education opportunities is a foundation for an organization to sustain and strengthen its workforce for the benefit of both

Furthermore, management can manage knowledge to sustain organizational competitiveness by empowering, motivating, and rewarding knowledge seeking employees and individuals. Seeking knowledge means individuals could be ready for change and uncertainty, and more importantly, they will be ready to handle complex and challenging organizational issues. These issues could be technical, customer service, managerial, strategic, to mention a few.

Conclusion

Managing the creation and sharing organizational knowledge has been a challenge to organizations for many decades. They might have adopted various strategies in meeting the challenge, which may range from adopting new technologies to altering organizational structure. This research paper attempts to highlight the importance of organizational culture in knowledge management. It postulates that a right and proper culture will further amplify the success of knowledge management in the organizations

The Competing Values Framework was developed to clarify the complex and paradoxical nature of organizational effectiveness, while the SECI process model attempts to account for knowledge creation and conversion in organizations. Integrating knowledge management theory with the Competing Values Framework could provide the means to understand how organizational culture drives or enhances the development of organizational knowledge

The concept of knowledge management continues to evolve. Regardless of its evolution, Knowledge Management is recognized as an important competitive factor for businesses worldwide. The literature revealed that the first organizational efforts to manage knowledge focused on IT solutions. These technology driven solutions, although important to knowledge management, often failed to achieve their objectives because they did not consider cultural factors critical to effective knowledge management. Organizations failed to consider the relationship between Knowledge Management and Organizational Culture, and the cultural factors that impacted effective knowledge management initiatives. Just as knowledge management is critical to an organizations competitive advantage, organizational culture is critical to an organizations definition and execution of its business strategy. Hence knowledge management can't be effectively addressed without addressing organizational culture.

Every organization has a knowledge culture, which reflects the firm's values and beliefs in relation to the acquisition, creation, dissemination, application and maintenance of knowledge. Like other aspects of an organization's culture, the knowledge culture is rarely documented but can be inferred from the way things are done. The knowledge culture significantly impacts the outcomes, impacts and chances of success of the firm's knowledge strategy. A knowledge unfriendly culture will generally preclude organizational value creation in the implementation of even the best knowledge strategy.

Further theoretical development is required to elucidate the processes by which tacit knowledge becomes explicit. In addition, such developments could provide the foundation for the identification of the conceptual, interpersonal and technical skills that managers and leaders require facilitating knowledge management. In conclusion, by proposing the integration of Organizational Culture and Knowledge Management theory, we hope to stimulate development of theory and encourage further research into these vital aspects of organizational behavior.

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