

Role of Organizational Culture on Knowledge Sharing Practices among Employees in Leather Industry

¹R. PRIYA, ²Dr. J. JOHN ADAIKALAM

ABSTRACT - Even though SMEs play a vital role to reduce unemployment, shortage of capital, organizational culture and management talents makes difficult to implement knowledge management practices in SMEs. India is the second largest leather producer in the world and it is accounted about 13% of leather production. Need for skilled and talented workforce to leather industry turns the researcher to study about the knowledge sharing methods in this industry. This paper presents literature review on organizational culture and knowledge sharing in small and medium sized enterprises. Being the largest producers and skill oriented industry, it is crucial to study about knowledge sharing methods adopted by these employees and how far organizational culture is influencing the knowledge sharing process. Samples are collected from small and medium sized leather companies in and around Chromepet, Chennai through questionnaire. Out of 100 questionnaires administered, 92 were collected and analyzed using SPSS software. The study reveals that organizational culture influences the tacit knowledge sharing as well as explicit knowledge sharing.

Keywords-- Organizational culture, organizational dynamics, knowledge sharing, knowledge management, organizational behaviour, etc.

I. INTRODUCTION

Knowledge is something different from information. Information is explicit which can be communicated easily through written or oral whereas knowledge is tacit. Knowledge has to be learnt through continuous experience and skill development activities. Knowledge cannot be taught it should be learnt. Knowledge sharing is a process by which skills and experience of people among the groups are interchanged. Learning from experienced colleagues is the most useful methods for knowledge sharing. This happens by means of interaction and exchange of information among employees in organization. Koh and Kim suggested that for implementing knowledge management practices in an organization and to get success organization must have abetting environment. Knowledge sharing will be very complacent when employees work in an amicable culture. Organizational culture is the platform to change the knowledge hoarding into knowledge sharing. Crane defines culture as the norms and values of an organization. Effective planning and communication is imperative for proper implementation of knowledge management practices which is generated by the culture.

¹Ph.D. Research Scholar, Department of Business Administration, Annamalai University, Annamalai Nagar - 608 002, Tamil Nadu

²Associate Professor, Department of Business Administration, Annamalai University, Annamalai Nagar - 608 002, Tamil Nadu

II. REVIEW OF LITERATURE

Oyemomi, et al. (2019) studied the impact of organizational culture on knowledge sharing and how for organizational culture indirectly influences the organizational performance, innovation, and strategy. They demonstrated that an innovative strategy in an organizational culture is influencing knowledge sharing which directly contributes to the organizational performance. Sahar Khazaci Poul, et al. (2016) have taken trust, collaborative environment, shared vision, managerial practice as independent variable under the head of organizational culture and knowledge sharing as independent variable. They concluded that these have direct relationship with knowledge sharing. Roberto Cerchione, et al. (2015) studied the epidemic for implementing KM practices, methods used and the impact of KM in SMEs. By analyzing critical factors which have been divided into three heads namely human and cultural factors, technical factors and managerial factors. They concluded that technical and managerial barriers are influencing knowledge management practices lesser than the other factors and in this developing scenario barrier for implementing KM can be removed easily. They found that KM practices increase economic, financial and technical performance. Lina Girduauskiene, et al. (2007) say that organizations are successful when the theory of knowledge management adopts current organizational culture. Organizations should not change its culture to adapt knowledge management strategy.

Henrik Agndal, et al. (2006) discussed that inter-organizational relationships are the ladder to reach the social relationships and they termed this as personalization. Then the task related social relationships are being used to inter-organizational relationships. The ability of firms to generate structural and human capital will lead to proper formation of intellectual capital. Incentives and control of social interaction are the techniques used by firms to form intellectual capital.

Bechina, et al. (2006) stated that knowledge sharing will vary according to the type of knowledge hence they classified knowledge as three types namely, implicit, explicit and tacit. Knowledge sharing will vary according to the type of knowledge hence formal and informal networks are used to share tacit knowledge. System and repositories are used to share explicit knowledge.

III. OBJECTIVES

1. To explore the influence of organizational culture on tacit knowledge sharing practices.
2. To explore the influence of organizational culture on explicit knowledge sharing practices.

IV. HYPOTHESES

H₀₁: There is no significant relationship between organizational culture and tacit knowledge sharing practices

H₀₂: There is no significant relationship between organizational culture and explicit knowledge sharing practices

V. RESEARCH METHODOLOGY

Primary data were collected through structured questionnaire. To save the time and cost and to get original opinions, researchers have used simple random sampling. Articles and books were referred to boost up the study results. Primary data were collected from employees in small and medium scale leather companies in Chromepet, Chennai.

VI. ANALYSIS AND INTERPRETATIONS

Table 1: Organizational Culture Attributes for Knowledge Sharing

S.No	Criteria	S.A	A	N	D.A	S.D.A	Weighted Average	Rank
1	Free from red tape	36(180)	48(192)	4(12)	0(0)	4(4)	388	2
2	Values its People	20(100)	64(256)	8(24)	0(0)	0(0)	380	4
3	Supervisor is open to Constructive Criticism	32(160)	40(160)	20(60)	0(0)	0(0)	380	4
4	Supervisor deals fairly with me	44(220)	32(128)	12(36)	4(8)	0(0)	392	1
5	Organization doesn't play favoritisms	24(120)	52(208)	12(36)	4(2)	0(0)	372	5
6	Immediate Supervisor has effective interpersonal skills	36(180)	40(160)	12(36)	4(8)	0(0)	384	3
7	People Trust one another	12(60)	60(240)	16(48)	4(2)	0(0)	356	7
8	Managers have effective interpersonal skills	36(180)	40(160)	12(36)	0(0)	4(4)	380	4

9	Supervisors role on translating Organizational objectives to assignments for employees	36(180)	36(144)	20(60)	0(0)	0(0)	384	3
10	Problems and complaints are effectively handled	24(120)	48(192)	8(24)	12(24)	0(0)	360	6

Source: Primary Data.

From Table 1 it is inferred that dealing of employees by supervisor has scored 392 as weighted average and it has been ranked as the first and the best culture followed by the leather companies. Free from red tapeism scored 388 and ranked as second place in cultural attributes which helps the smooth knowledge sharing process. Trust among employees (356), and handling of employees' complaints and problems (360) have been ranked as last two places.

Table 2: Sources of Explicit Knowledge Sharing

S.No.	Criteria	S.A	A	N	D.A	S.D.A	Weighted Average	Rank
1	KS is facilitated through special events and regular meetings	24(120)	44(176)	12(36)	8(16)	4(4)	352	6
2	Collaboration between different departments and units	20(100)	56(224)	8(24)	8(16)	0(0)	364	4
3	Communication is done electronically	16(80)	44(176)	32(96)	0(0)	0(0)	352	6
4	Close Friendship atmosphere	68(340)	16(64)	4(12)	4(8)	0(0)	424	1
5	People with similar interest are encouraged	12(60)	68(272)	4(12)	4(8)	4(4)	356	5

	to work together							
6	Written reports are circulated	32(160)	36(144)	24(72)	0(0)	0(0)	376	3
7	Documents about business and external stakeholders are circulated periodically	32(160)	44(176)	12(36)	4(8)	0(0)	380	2

Source: Primary Data.

From Table 2 it is inferred that close friendship atmosphere has scored 424 as weighted average and it has been ranked as first attribute for effective explicit knowledge sharing. Documents about business and stakeholders help employees to share knowledge among them. Communication through electronic devices got scored 354 and it is ranked as last which reduces the explicit knowledge sharing.

Table 3: Sources of Tacit Knowledge Sharing

S.No.	Criteria	S.A	A	N	D.A	S.D.A	Weighted Average	Rank
1	Employees routinely sharing ideas	48(240)	40(160)	0(0)	4(8)	0(0)	408	1
2	Employees participate cross functional teams to seek outside ideas	12(60)	68(272)	12(36)	0(0)	0(0)	368	3
3	Face to face communication is effective way for sharing knowledge	12(60)	44(176)	36(108)	0(0)	0(0)	344	6
4	Sharing of experience based knowledge avoids costly	32(160)	56(224)	0(0)	4(8)	0(0)	392	2

	mistakes							
5	New knowledge is created through knowledge sharing	24(120)	44(176)	16(48)	4(8)	4(4)	354	5
6	Employees complement each other in terms of skills, experience and knowledge	8(40)	68(272)	12(36)	4(8)	0(0)	356	4
7	Sharing knowledge to establish myself as an expert	20(100)	48(172)	24(72)	0(0)	0(0)	344	6

Source: Primary Data.

It is inferred from Table 3 that routinely sharing ideas by employees has scored 408 and it is ranked as the first to share tacit knowledge. Sharing knowledge to establish myself as an expert has scored 344 and ranked as last to share tacit knowledge.

Table 4: Relationship between Organizational Culture and Tacit Knowledge Sharing Practices

Model		Sum of Squares	DF	Mean Square	F	Sig.
1	Regression	74.413	1	74.413	34.877	.000 ^b
	Residual	192.022	90	2.134		
	Total	266.435	91			

Source: Primary Data.

Organizational culture is the independent variable and tacit knowledge sharing is dependent variable. Significance is less than 0.05. Hence, the null hypothesis is rejected. It means that organizational culture directly influences tacit knowledge sharing practices.

Table 5: Relationship between Organizational Culture and Explicit Knowledge Sharing Practices

Model	Sum of Squares	DF	Mean Square	F	Sig.
-------	----------------	----	-------------	---	------

1	Regression	65.667	1	65.667	15.643	.000 ^b
	Residual	377.812	90	4.198		
	Total	443.478	91			

Organizational culture is the independent variable and explicit knowledge sharing is dependent variable. Significance is less than 0.05. Hence, the null hypothesis is rejected. It means that organizational culture directly influences explicit knowledge sharing practices.

VII. SUGGESTIONS

1. Trust among the employees can be motivated through team work. Awards and rewards can be given to team not for an individual.
2. Problems and complaints of employees should reach the immediate corrective actions for that being the SMEs management can communicate with employees on a routine basis.
3. Though SMEs are small in size, conducting special events and regular meetings will increase the sharing of explicit knowledge.
4. Most of the employees in SMEs are not highly educated, so proper training must be given to them to enhance the uses of electronic devices among them.
5. Management can appreciate the experienced and qualified employees in public meetings which will induce them to show themselves as expert. This activity will influence tacit knowledge sharing.
6. Face to face communication may not work out like on the job experience. So management can arrange face to face communication with on the job training.
7. Strengthening the organizational culture according to the needs of employees will motivate knowledge sharing practices in leather companies.

VIII. CONCLUSION

Being the developing country, India is highly depending on SMEs to solve problems like unemployment and poverty. To increase the GDP, the government takes massive actions keeping SMEs in mind. Leather industry is one of the most growing industries in SMEs. Understanding the needs and wants of employees will help to increase the production in that industry. Various human resource analyses have been taken for employees. But behavioural studies in leather industry are less. Hence, the researchers used questionnaires to collect data from those employees. Researchers acted as enumerator to collect data because of employees' educational qualifications. In this study, organizational culture has been taken as independent variable, knowledge sharing as dependent variable. The study revealed that organizational culture is directly influencing knowledge sharing practices.

REFERENCES

1. Agndal, H., & Nilsson, U. (2006). Generation of human and structural capital: Lessons from knowledge management. *The Electronic Journal of Knowledge Management*, 4 (2), 91-98.

2. Bechina, A.A., & Bommen, T. (2006). Knowledge sharing practices: Analysis of a global Scandinavian Consulting Company. *The Electronic Journal of Knowledge Management*, 4 (2), 109-116.
3. Crane, L. (2012). Trust me, I'm an expert: Identity construction and knowledge sharing. *Journal of Knowledge Management*, 16 (3), 448-460.
4. De Vasconcelos, et al. (2017). The application of knowledge management to software evolution. *International Journal of Information Management*, 37 (1), 1499-1506.
5. Koh, J., & Kim, Y. G. (2004). Knowledge sharing in virtual communities: An e-business perspective. *Expert Systems with Applications*, 26 (2), 155-166.
6. Lina Girdauskiene., & Asta Savanevieiene (2007). Influence of knowledge culture on effective knowledge transfer. *Engineering Economics*, 4 (54).
7. Oluwafemi Oyemomi, et al. (2019). How cultural impact on knowledge sharing contributes to organizational performance: Using the Fs/QCA approach. *Journal of Business Research*, 94, 313-319.
8. Roberto Cerchione., Emilio Esposito., & Maria Rosaria Spadaro (2015). The spread of knowledge management SMEs: A scenario in evolution. *Sustainability*, 7, 10210-10232.
9. Sahar Khazaci Poul., Foad Khanlarzadeh., & Vida Samiei (2016). The impact of organizational culture on knowledge sharing. *Faculty of Business Economics and Entrepreneurship International Review*, 3 & 4, 9-24.