

# Exploration of Organizational Culture, Knowledge Management, Organizational Effectiveness

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**Abstract--- Rationale:** Knowledge Management (KM) is presently considered as a standout amongst the most critical parts of any organization and a Supplement to the organization's business exercises. With new economy progressively turning into a more learning-based economy, information is turning into the most essential resource for organizational accomplishment among diverse assets. It is imperative to study the association of knowledge management and organizational culture and organizational effectiveness.

**Purpose/Objective:** The purpose of this study is to examine the relationship between organizational culture, knowledge management and organizational effectiveness in IT industry. Also, to examine the role of organizational culture between knowledge management and organizational effectiveness.

**Design:** A well-designed questionnaire based on 5-point Likert scale is used for data collection from 136 employees working in IT industry.

**Findings:** Analysis has concluded that there is a positive correlation between all the dimensions used. Also, the organizational culture plays an important role in exploring the knowledge management which results in organizational effectiveness in the organization.

**Practical Implications:** The research implicates the practical value for culture, knowledge, and usage of collaboration and coherence process on the effectiveness of knowledge management practices within the organization.

**Keywords---** Knowledge Management, Organizational Effectiveness, Organizational Culture, Collaboration, Knowledge Information Data.

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## I. INTRODUCTION

With new economy progressively turning into a more learning-based economy, information is turning into the most essential resource for organizational accomplishment among diverse assets, for instance, capital, materials, equipment, and properties. Knowledge Management (KM) is presently considered as a standout amongst the most critical parts of any organization and a supplement to the organization's business exercises. To motivate individuals towards learning imparting, the agreeing exercises must be supported and remunerated from the highest level (upper administration) to make it pass that offering information is seen as something vital for the entire organization. By embracing knowledge management systems (KMS) in organization is to empower the organization to finish the undertakings with decreased cost and time while enhancing nature of tasks. By reusing and imparting past encounters and learning, workers can discover answers for their issues without investing additional time, endeavors

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and assets on rethinking arrangements that have as of now been invented somewhere else in the organization. With the effective catching, offering, and making of helpful information, mechanical organizations can enhance the procedure of organizational learning out how to upgrade performance and make more potential outcomes to increase game changers for the organization. KMS gives the tools and services to end-clients to catch, offer, reuse, redesign, and make new encounters, issue arrangements and best practices to support representatives in procedures, for example, critical thinking, choice making and development, thus to upgrade the aggregate performance of the organization.

### ***Organizational Culture***

The ability of people to impart their insight in an organization intensely relies on upon the organization culture.

At its deepest level, culture comprises of center qualities and beliefs that are tacit preferences about what the organization ought to endeavor to achieve furthermore, how it should do it. These implicit qualities and feelings focus the more perceptible organizational standards and practices that comprise of rules, desires, ceremonies and schedules, stories and myths, images, force structures, organizational structures, and control frameworks in turn, these standards and practices drive ensuing practices by giving the social context through which individuals convey and act.

Placing this into the context of knowledge management, organizational culture decides the social connection (comprising of standards and practices) that decides "who is required to control what learning, and in addition who must impart it, and who can store it". Figure 1 shows this reasonable linkage in the middle of culture and knowledge management behavior. As Figure 1 portrays, the social context (comprising of standards and practices) is the medium for transmission of basic qualities and convictions into particular knowledge management practices.

Wallach (1983) conceptualizes organizational culture as a composite of three particular culture types: bureaucratic, innovative, and steady. In bureaucratic cultures, there are clear lines of power, and work is exceedingly managed and systematized. Innovative societies are described as being innovative, danger taking situations where burnout, stretch, and weight are ordinary. Interestingly, strong societies are those that give an amicable, warm environment where specialists have a tendency to be reasonable, open, and legitimate. From Wallach's (1983) angle, any given firm will have every one of the three sorts of culture each to changing levels of degree. Wallach's (1983) social measurements were produced based upon a combination of other major authoritative culture files. Wallach's (1983) social measurements were connected by Kanungo, Sadavarti, and Srinivas (2001) to study the relationship between IT system and hierarchical culture. A piece of the appeal of Wallach's (1983) measurements, in examination with other normally utilized social files, for example, the Organizational Culture and the Organizational Value Congruence is that it is profoundly natural.

Managers promptly can relate to the depictions of the three general culture types. Predictable with Kanungo, et al. (2001), we will utilize Wallach's (1983) way to depict hierarchical organizational cultures. In particular, we are occupied with the accompanying inquiry: How does an organizational culture start knowledge management activities? Keeping in mind the end goal to make knowledge management activities work by and by, the workers inside the firm must be willing to impart their insight to others. Pioneers must comprehend the way of life both on

an organizational and community level. While culture frequently exists on an organizational level, every community may have its own standards, viewpoints, and aggregate understandings. Their ability to impart and to look for knowledge will be impacted by these aggregate perspectives.

### ***Knowledge Management***

Knowledge Management is the precise administration of an organization's knowledge resources with the end goal of making esteem and meeting strategic & tactical necessities; it comprises of the activities, methods, systems, and frameworks that maintain and upgrade the capacity, evaluation, imparting, refinement, and formation of information.

Knowledge Management (KM) thusly suggests an in number attach to organizational objectives and procedure, and it includes the management of knowledge that is valuable for some reason and which makes esteem for the organization.

Developing the past knowledge management definition, KM includes the comprehension of:

Where and in what structures knowledge exists; what the organization needs to know; how to elevate a culture helpful for learning, imparting, and knowledge creation; how to make the right knowledge accessible to one side individuals at the perfect time; how to best create or obtain new important knowledge- how to deal with these variables in order to upgrade knowledge in light of the organization's vital objectives and fleeting open doors and dangers.

KM should in this manner make/give the right devices, individuals, knowledge, structures (groups, and so on.), culture, and so forth to upgrade learning; it must comprehend the quality and utilizations of the new knowledge made; it must store this information and make it promptly accessible for the right individuals at the perfect time; and it should persistently evaluate, apply, refine, and uproot authoritative learning in conjunction with cement long and fleeting elements. From this knowledge management definition, we can see that it relies on the management of the organization's knowledge creation and conversion components; organizational memory and recovery offices; authoritative learning; and organizational culture. These ideas will be investigated in more detail in the accompanying area:

The knowledge management process model works in 4C model:

- Collaboration
- Codification
- Coherence
- Convergence

An effective KM activity obliges a frameworks' outline way to fuse and incorporate the fundamental discriminating components of codification, collaboration, convergence, and coherence.

**Collaboration:** The expression "team" goes to a deeper significance in this connection. As not very many individuals work alone and attain to results just independent from anyone else. In a team, individual is interacting crosswise over diverse ranges of responsibility. The force of the team is that the understanding of diverse individuals

from the team is distinctive, however this can result in potential hindrances additionally, so to cooperate it is useful to comprehend what everybody needs to accomplish by taking a gander at what there are doing, why are they doing it, how they are getting along it and what the normal results resemble. This suggests the need to determine and fabricate information frameworks that offer impact to this collaboration, empowering the imparting of information and knowledge as it is required. Collaboration is the formal offering of contemplations, considerations, and notions concentrated on arriving to comprehension. The agreement doesn't need to be formal, for example, a neither agreement, nor does the earth facilitating the cooperation must be formal. The purpose of collaboration is that most people are welcome to impart their insight as it relates to a particular theme with the finished result being an antiquity that demonstrates the accomplishment of the synergistic exertion (Menken 2009, p. 31). Collaborated effort rehearses inside a given organization can be complex, with moving, covering courses of action, instruments and necessities crosswise over pioneer classes, business fragments and movement spaces.

As collaboration is the workhorse for KM, the part of KM is to perceive the numerous ways cooperation is started. The IT and the KM thought accompanying it ought to give the instruments to record the learning and also construct the premise base for empowering coordinated effort and hence KM. The profits of collaboration change from building elite groups to lessening expenses and waste in the organization. The best collaborative situations are those that give individuals the opportunity to sufficiently review concentrates as they are familiar and go hand in hand with a conclusion understanding that the greater part of the pertinent issues have been perceived if not had a tendency to. Ordinarily correspondence innovations are set up to impart and make new learning. Generally, these advancements support the community exertion and the utilization in the right way obliges training of the clients. Collaborative environment can be active or passive. Whether email, texting, remote network, virtual workspaces or videoconferencing, innovation significantly abbreviates separates in the middle of individuals and authorizes the stream of intelligent capital, empowering workers to work and react a great deal all the more rapidly.

The profit to these collaborative tools is the production of a domain from which people can impart encounters and create trust. By imparting data crosswise over discrete lines of business, representatives characteristically have a tendency to drive business development starting from the most punctual stage. "With trust comes significance to the talk". Basically, realizing joint exertion progresses, for instance, messaging or videoconferencing and not considering their valuable use and the quality for the business could incite more mischief that it could bring about incredible. In the event that an innovation is unsuited to workers' need or the backing as far as assistance amid the move stage, the proposed client gathering may never decide to receive the device.

**Convergence:** Knowledge convergence is the methodology by which two or more individuals offer common seeing through social interaction, and is accepted to mirror the in a fundamental social nature of the knowledge conversion process.

**Codification:** The knowledge process lays some place in the middle of data and the company's wellspring of income, its products and services. This technique can be spoken to as three sub structures: learning era, information codification and information exchange/acknowledgment. Learning era consolidates all approaches included in the acquiring and headway of information

This qualification is identified with the tacit versus explicit concept. It includes an organization's essential way to knowledge transfer. Organizations utilizing codification methodologies depend fundamentally on explicit knowledge. Personalization methodologies infer that the essential mode of knowledge transfer is direct collaboration among individuals. Both are essential in many organizations, yet an expanded concentrate on one methodology or the other at any given time inside a particular organization may be proper. In Western organizations by a wide margin the most well-known target includes executing a knowledge repository. The target of this type of undertaking is to capture knowledge for later and more extensive access by others inside the same organization. Common repository advancements incorporate Lotus Notes Online intranets.

### ***Explicit and Tacit Knowledge***

Explicit Knowledge can be communicated in formal and systematic language, and shared as investigative formulae, particulars, manuals and such like. Express knowledge is anything but difficult to be caught, recovered, imparted and utilized in light of the fact that it can be communicated in words and numbers that can be overseen all the more effectively. In projects contexts, explicit knowledge may incorporate venture related substance, for example, determinations, contracts, reports, drawings, changing requests and information (Lin et al., 2006). Klicon (1999) depicted explicit knowledge as being "readily available", recorded, classified and/or organized in a manner that makes it effortlessly transmissible and accessible to be recovered and utilized, which can be found in a scope of various sources, for example, human assets data, meeting minutes and the Internet

Tacit Knowledge is the most valuable sort of content since it joins data with encounters, aptitudes and undertaking of individuals, which can help individuals to discover best arrangements and decrease chances of rehashing slip-ups. In undertaking contexts, tacit knowledge may incorporate work forms; issues confronted, issues settled, master recommendations, know-how, developments and experiences. Tacit Knowledge as indicated by Nonaka and Takeuchi (1995) can be further sorted into technical knowledge and cognitive knowledge. Tacit knowledge relies on upon the encounters of people, which has been created with time, so it can be caught as "ability", while cognitive information relies on upon mental models, points of view and convictions along these lines can't without much of a stretch be verbalized (Nonaka, 2007). Technical knowledge contains numerous states of knowledge, for example, portrayals of issues and arrangements, experience notes and methodology. Cognitive knowledge incorporates thoughts, perspectives and innovations.

### ***Organizational Effectiveness***

Organizational effectiveness explains how effective an organization is in achieving the outcomes the organization intends to produce. Organizational effectiveness in organizations directly concern themselves with several key areas like high performance work practices, talent management, leadership development, organization design and structure, design of measurements and scorecards, implementation of change and transformation, deploying smart processes and smart technology to manage the firms' human capital and the formulation of the broader human resources agenda.

Organizational effectiveness is critical to organisation success. In order to achieve increased and sustainable business results, organizations need to execute strategy and engage employees to the extent of bring competitive

advantage to the organisation. To employ organizational effectiveness, business leaders need to focus on aligning and engaging their people, the people management systems, and the structure and capabilities, organizational culture to the business strategy of the organisation.

The effective implementation of strategy is a key driver to bring financial performance, organisational effectiveness and employee motivation at par to achieve goals. Organizations that fail to fully engage and motivated their workforce in the business strategy will fail to produce reliable, sustainable business results.

There are some fundamental relationships between organizational factors that work together to deliver a well-executed strategy through an engaged workforce, resulting in a great customer experience, high performance, and profitability, productivity. To create an effective organization, every organization must identify those practices or practices within your current organizational capabilities that are hindering your ability to fulfill your mission like tools like swot analysis etc. or improvement of hygiene factors or employment of HPWS practices to improve overall organizational effectiveness. With these gaps identified, organization can develop a plan to build the core competence by improving on systems and employee attitude. It is challenge for the organizations to achieve organizational effectiveness because of lack of effective practices and improvement both in systems as wells as enriching environmental factors to promote employees towards achievement of goals.

## **II. LITERATURE REVIEW**

Mosivand and Amraei (2014) examined the effect of KM activities to expand staff profit in light of the region pays. This examination is descriptive and review systems. As per Cochran's equation, the sample size was 72. It was discovered that just considers upgrading benefit of staff, hierarchical structure and corporate culture PNU incorporate human asset management. So, they presumed that knowledge management has been viable in expanding gainfulness. It was found that organizations give essential conditions to the execution of knowledge management.

Islam, Mahtab and Ahmad (2014) investigated the impact of organizational, social, and structural qualities on the degree of knowledge management hones and authoritative viability. The overview was led utilizing 98 polls. Six principle speculations have been created. It was discovered that out of 5 components in the hierarchical context, backing and cooperation, authority duty and formalization have organizations with knowledge management hones. In any case, Knowledge management practices in part intervene the relationship between organizational connection and organizational adequacy.

Sefidan and Taghizadeh (2014) intended to explain the need to the relationship between organizational culture and knowledge management giving hypothetical and intelligent frameworks and straightforward relationship between authoritative culture and knowledge management. The exploration system is clear and inferential. It was discovered that there is a relationship between organizational culture and knowledge management in government organizations of East Azerbaijan territory.

Thakur and Sinha (2013) stressed on Knowledge Management practices in business organizations at Bhopal. The target of this paper is to recognize the degree to which organizations are mindful of knowledge management. The emphasis is on seeing how the knowledge management initiators predict the execution process and determining its

advantages. It was found that the extent of viable usage of a knowledge management procedure in the working environment of business organizations gives future headings.

Azar, Karimi and Mohammadi (2013) investigated the relationship between two variables of organizational culture and knowledge management in government-possessed banks of Gilan Province. The examination system is an unmistakable correlational. Research populace incorporates 346 representatives of government-claimed banks of Gilan Province. It was found that there was a noteworthy relationship between organizational culture and knowledge management; and between the segments, the organizational culture of individual inventiveness is most correlated with knowledge management.

Muciek and Sklodowska (2013) expressed that seeing organizational culture of an undertaking as one of the fundamental components supporting performance and acknowledgment of knowledge management was the premise of explaining this issue in the article. An endeavor to focus social molding of knowledge management was taken. A beginning stage for description of organizational culture supporting knowledge management was an outline of writing of the subject from the perspective of highlights of this culture. It permitted to choose a few dozen of qualities making helpful, for knowledge management, cultural environment.

Naik, Somassundaram and Naik (2013) examined the effects and measurements of knowledge management upon the development and work benefit inside the organization, and how knowledge management influences the company's creative performance. It was found that it would help the knowledge chiefs methodically get a handle on knowledge about knowledge management and get a profound and full comprehension of the nature, extension and techniques of knowledge management for building up the competency of human asset towards the upper hand.

Uddin, Luva and Hossian (2013) analyzed the effect of organizational culture on representative performance and profit from the viewpoints of multinational organizations working particularly under the telecom area of Bangladesh in South Asia. It was found that organizational culture altogether impacts worker performance and profit and knowledge management in the element rising connection.

Jafari, Abbaspour and Azizishomami (2013) expressed with the goal of "researching the relationship between organizational culture and utilization of knowledge management forms from the perspective of Education Dept representatives". The quantity of occupants in this study involves all direction dept agents of Ahvaz (Iran) and the case measure according to Morgan table approached 175 persons. It was observed that the variable organizational culture is a suitable indicator for knowledge management implying that upon concurrent interceding of all organizational culture components, around 71% of varieties identified with knowledge management performance are unsurprising.

Rasula, Vuksic and Stemberger (2012) intended to demonstrate that through making, amassing, sorting out and using knowledge organization scan improve organizations performance. The effect of knowledge management practices on performance was exactly tried through structural comparison displaying. The specimen incorporated 329 organizations both in Slovenia and Croatia with more than 50 workers. It was discovered that information administration practices measured through data innovation, organization and knowledge absolutely influence organizational performance.

Gyensare and Asare (2012) inspected how knowledge management improves development and benefit in the UT bank in Ghana. An exploratory contextual analysis configuration was received for the study. Information was gathered through a meeting aide from 20 investors in four divisions in UT bank. In light of the meetings, the accompanying discoveries were distinguished as: (a) knowledge creation and management are keys; (b) knowledge imparting brings social union a stage for interpersonal and interdepartmental solidarity, and (c) legitimate KM gives the bank aggressive edge over its rivals in the commercial center as far as the improvement new items and organizations.

Allameh, Zamani and Davoodi (2011) inspected the relationship between various types of organizational culture and diverse measurement of knowledge management. It was observed that there is an important relationship (around 99%) between various types of organizational culture and six measurements of knowledge management.

Chen, Tjosvold Li and Liu (2011) recommended that offices that create collectivist instead of maverick connections participate in productive debate (CC) and offer knowledge. Coupled with past examination, it was observed that collectivist qualities and CC give an imperative establishment to profitable knowledge management in organizations.

Mladkova (2011) expressed that Knowledge specialists speak to more than 50% of all representatives in cutting edge economies. Farming and mechanical planets relied on upon the work of manual laborers and the life standard of their tenants and the accomplishment of rural and modern organizations developed because of the increment of manual laborer benefit. Existing knowledge economy relies on upon the work of knowledge laborers and the work benefit they can attain to. Knowledge is a noteworthy asset and an instrument that knowledge laborers utilization to make values. In this way, the path work with knowledge is composed in an organization impacts the benefit of knowledge specialists. This article examined the aftereffects of exploration on knowledge management in organizations in the Czech Republic.

Dous, Kolbe and Brenner (2011) represented how Siemens, a noteworthy organization in the gadgets business, secured a supportable, worldwide knowledge imparting framework. Adjacent to the portrayal of the specialized stage utilized for the exchange of knowledge, it was observed that how Siemens tended to those critical angles that are obliged to grapple a knowledge-imparting activity inside an organization.

Suppiah and Sandhu (2010) went for examining the impact of organizational culture sorts on implied knowledge imparting conduct in Malaysian organizations. It was observed that by deciding the organization's way of life sort will permit administrators to actualize, among the horde knowledge offering exercises, the ones that would be more fitting and applicable to the organizational culture.

Wastyn and Czarnitzki (2010) examined that how the management of knowledge impacts the development performance of a firm. It just so happens there is a distinction between three knowledge management methods and their impact on item and methodology development. The accessibility of a classified knowledge management approach likewise emphatically influenced the expense diminishment conceivable outcomes of a firm. The outcomes demonstrated that it is vital for a firm to precisely choose the apparatuses of knowledge management in capacity of the sort of specialized development it needs to move ahead.

Yeong and Lim (2010) intended to study the change of task accomplishment in organizations by incorporating knowledge management methodologies with undertaking management hones in a regular venture way of life. This could be a sign that venture management specialists have not completely gained and exchanged knowledge gained from past tasks to guarantee a higher achievement rate for present and future ventures. Knowledge management is a rising teach and practice in organizations. This paper proposed a coordinated model that joins knowledge management with venture management to enhance venture achievement and accordingly contribute towards aggressiveness and maintainability in organizations.

Zheng, Yang and McLean (2009) analyzed the conceivable intervening part of knowledge management in the relationship between organizational culture, structure, method, and organizational viability. An overview was led of 301 organizations. The outcomes recommended that knowledge management completely intervenes the effect of organizational culture on organizational adequacy, and mostly intercedes the effect of organizational structure and method on organizational viability. The discoveries conveyed hypothetical ramifications for knowledge management writing as they augment the extent of examination on knowledge management from looking at an arrangement of autonomous management practices to inspecting a framework wide instrument that associate interior assets and game changer.

Chen, Liang and Lin (2009) inspected the element connections in the middle of knowledge and organizational performance. From the environmental viewpoint, a model that comprises of knowledge appropriation, knowledge connection, knowledge rivalry and knowledge advancement is proposed. These four components connect with one another and develop to keep up solid knowledge nature in an organization. A contextual investigation was directed to bolster this imaginative model. The significant ramification of the discoveries is that keeping up solid knowledge nature is vital for the accomplishment of knowledge management in an organization.

Zheng, Yang and Mclean (2009) recommended that knowledge management completely intervenes the effect of organizational culture on organizational adequacy, and mostly intercedes the effect of organizational structure and procedure on organizational viability. The outcomes expressed that organizational culture and structure influences knowledge management in the organization to a bigger degree.

Joseph and Dai (2009) explored the plausible correspondence among information administration, association learning, and association society and specialist organization and laborer profit. The creator explored 40 undertakings and 4 organized polls were appropriated inside ventures to be rounded out. This brought about 160 reactions. There were 63 organizations chose for this study, yet just 40 indicated investment and took an interest in the examination speaking to around a 63.49% reaction rate of the accumulation of information that we discovered vital for a creating economy like Ivory Coast. A social examination outline and an unmistakable investigation were used to admire the relationship amongst the variables. The discoveries of this study uncovered that there are critical relationships amongst the diverse variables.

Ciganke, Mao and Srite (2008) saw knowledge as a discriminating segment for organizations. It is to a great extent individual based and the attributes of gatherings of people, as organizational societies, may assume a key part in the elements that prompt either the acknowledgement or dismissal of knowledge management frameworks

(KMS). The essential goal of this exploration is to investigate how measurements of organizational culture impact the prompt the acknowledgement of KMS. While specialists have concurred, that culture assumes a vital part in KMS, the writing has just as of late started to analyze organizational culture inside this context.

Lara (2008) exhibited that that later on the main manageable game changer will be the production of aggregate and inferred knowledge. From a key perspective, furthermore from the order management point of view, this is the sort of knowledge that increases the value of an organization. We considered the relationship between knowledge management and organizational results, both unmistakable and impalpable, through the intervening impact of order abilities. The outcomes affirm that representative fulfillment is absolutely impacted by the strategic mandate capabilities; deals and benefits are affected by the key arranging courses of action and by individual order skills. On the other profit is straightforwardly identified with information administration variables, for example, administration estimation frameworks and learning streams, for example, training, edge administration, association society, association learning.

Jasimuddin (2008) investigated to try to address the path in which knowledge is being transmitted among the individuals from a huge enterprise and recommends a reasonable methodology that guarantees to be most suitable for powerful knowledge move in the new knowledge economy. The examination includes a top to bottom contextual investigation of knowledge move systems utilized as a part of a UK-based gathering inside an innovative worldwide partnership. Which was purposively chosen for information accumulation? A semi-organized instrument was created in light of the audit of the knowledge management writing. The information investigation method inside the contextual analysis utilized in this examination was in view of the methodology proposed by Miles and Huberman.

Al-Alawhi, Marzooqi and Mohammed (2007) explored the part of specific considers organizational culture in the achievement of knowledge imparting. Such elements as interpersonal trust, correspondence between staff, data frameworks, prizes and organization structure assume a critical part in characterizing the connections in the middle of staff and thus, giving potential outcomes to break obstructions to knowledge imparting. This exploration is proposed to contribute in helping organizations comprehend the crucial part of organizational culture in sustaining knowledge.

Walczak (2005) went for assessing a novel management structure that supports knowledge imparting over an organization. The surviving writing on the effect of organizational society and its connection to management structure is analyzed and used to add to another knowledge offering management structure. The foundational thoughts behind the proposed knowledge management organizational structure and the structure itself have been actualized in parts at different organizations spotted both in the USA and universally. The proposed knowledge imparting management structure gives administrators a handy approach to approach cross organizational knowledge offering, which is oftentimes distinguished as a hypothetical advantage of knowledge management.

Park, Ribiere and Jr (2004) investigated that a strong organizational society can empower the fruitful usage of knowledge management (KM) innovation activities. A bit experimental examination has been directed to characterize the key organizational society characteristics that backing more viable utilization of KM innovations. In this study, the 44 social characteristics of the organizational society profile (OCP) and the knowledge management

innovation profile (KMTP) instruments were utilized to distinguish and rank the most basic organizational society traits that advance knowledge offering and KM innovation usage achievement.

Kudyba (2003) expressed that knowledge management is the craft of upgrading of gainfulness and advancement with the human asset in the organization. The idea of knowledge management is a generally enveloping activity. The procedure of recognizing, creating and imparting worker abilities, encounters and knowledge with a specific end goal to drive development and corporate effectiveness include an extent of strong exercises.

Carrillo, Robinson, Anumba and Ghassani (2003) expressed that various organizations have perceived the significance of dealing with their organization knowledge in a more organized way. On the other hand, the inquiry emerges with reference to how to assess the profits of a Knowledge Management (KM) system and its related activities on the performance of the organization. This paper shows a system for the evaluation of the conceivable effect of KM and examines discoveries from an assessment workshop held to scrutinize the structure.

Lim (2002) inspected the weight of globalization; the selection of knowledge management practices gets to be more predominant. The organizations may have disregarded the impact of the social connection which is generally viewed as one of the mainstays of knowledge management. This paper was neglected by Singapore organizations while moving towards knowledge management. Particularly it contemplates the effect of organizational culture on Knowledge management forms. Studies show that knowledge management considers the mechanical parts of execution as well as the social, authority and logical parts of an organization.

Egbu and Botterill (2002) expressed that overseeing knowledge resources can be a test, particularly in the development business, where transient working contracts and makeshift coalitions of people can repress knowledge offering. The part of data innovation (IT) in knowledge management (KM), is a vital thought for any organization wishing to adventure developing advancements to deal with their knowledge resources. This paper presents research, which has been directed to distinguish the innovations that are right now used to oversee knowledge in the development business. The viability of these advances has additionally been investigated, highlighting the qualities and shortcomings of specific IT for KM. Likewise, it endeavors to highlight a percentage of the difficulties and complexities connected with overseeing knowledge in a venture-based environment. A postal survey was conveyed among development organizations keeping in mind the end goal to acquire generalizable information about the part of IT for KM, in the development business. This methodology was supplemented by ethnographic meetings to uncover wealthier information about the way of IT for KM, in five little, medium and substantial development organizations. The exploration uncovered that customary innovations, for example, the phone, are utilized all the more habitually to oversee knowledge, than more radical IT, for example, Groupware or feature conferencing. In development organizations, the potential advantages of IT for KM, are not completely abused and numerous have communicated a requirement for more noteworthy usage of IT, appropriated by sufficient preparing and instruction of staff.

Smith (2001) explained that knowledge assumes a key part in the data unrest. Significant difficulties are to choose the "right" data from various sources and change it into valuable knowledge. Implied knowledge in view of the ability to think, and unequivocal knowledge taking into account scholarly achievement are both underutilized.

Ways knowledge empowered organizations obtain, measure, educate, impart and apply knowledge are examined and outlined. Techniques to adjust the utilization implicit and express knowledge at work and useful, demonstrated approaches to enhance the comprehension and utilization of knowledge are exhibited. Organizations must start to make specialist focused support the open imparting and utilization of all types of knowledge.

Tuggle and Shaw (2000) analyzed the effect of KM on a representative's arrangement of exercises, gatherings and demeanor. He displayed to help organizations survey whether their present society is suitable for the effective execution of KM. This model has been grounded in an arrangement of contextual analyses of fruitful KM selection and cases studies where KM neglected to grab hold.

### **III. RESEARCH METHODOLOGY**

#### **3.1 Objectives**

- To study the impact of organizational culture on the knowledge management.
- To study the impact of knowledge management on organizational effectiveness.
- To study the impact of organizational culture on organizational effectiveness.
- To examine the role of organizational culture between knowledge management and organizational effectiveness.

#### **3.2 Hypothesis**

H<sub>1</sub>: There is significant impact of organizational culture on the knowledge management.

H<sub>2</sub>: There is significant impact of knowledge management on organizational effectiveness.

H<sub>3</sub>: There is significant impact of organizational culture on organizational effectiveness.

H<sub>4</sub>: Organizational culture is mediator between knowledge management and organizational effectiveness.

**3.3 Sample Size:** The data is collected from 136 employees of IT sector.

**3.4 Research Design:** Both the Exploratory research and the Descriptive research.

**3.5 Research Instrument:** Well-designed questionnaire based on Likert 5-point scale has been used for study variables – Knowledge management, organizational culture and organizational effectiveness.

#### **3.6 Sampling Techniques**

The selection of respondents will be done on the basis of convenience sampling (Non- Probability).

#### **3.7 Statistical Tools**

The tools used in this study – SPSS and MS-Excel.

### **IV. DATA ANALYSIS AND INTERPRETATION**

#### **• Reliability Test**

There are total 5 factors depicted in the questionnaire which measure the impact of \organizational Culture, Organizational Effectiveness on Knowledge management in the organization. Ideally the value of Cronbach alpha ought to be more noteworthy 0.7 which reflects high reliability used in the questions.

Table I: Reliability Results

S.N.	Variable	Items	Cronbach Alpha
1	Organizational Culture	6	0.747
2	Knowledge Management	14	0.834
3	Organizational Effectiveness	5	0.810

The above table shows that the Cronbach's alpha's values are more than .701 for each and every variable. This means that the data collected is reliable and hence can be further used for analysis and interpretations.

- Descriptive Statistics**

Table II: Descriptive Results

	N	Mean	Std. Deviation
Organizational Culture (OC)	136	3.033	0.681
Knowledge Management (KM)	136	3.141	0.740
Organizational Effectiveness (OE)	136	3.286	0.818

In the above table the mean values are ranging from 3.033 to 3.3153 which is showing the level of practice is just above average.

- Correlation Analysis**

Table III: Correlation Results

		OC	KID	COL	COH	OE
OC	r	1	.644**	.727**	.690**	.702**
	p		0	0	0	0
	N		136	136	136	136
KID	r		1	.762**	.784**	.767**
	p			0	0	0
	N			136	136	136
COL	r			1	.846**	.768**
	p				0	0
	N				136	136
COH	r				1	.825**
	p					0
	N					136
OE	r					1
	p					
	N					

\*\*, Correlation is sig. at the 0.01 level (2-tailed). r=Pearson Correlation, p= Sig. (2-tailed)

The above table shows that the relationships amongst all the variables are significant since the value of p is less than .05.

- Regression Analysis**

#### 4.4.1 Impact of Organizational Culture on Knowledge Management

In this regression analysis, organizational culture is taken as independent variables and knowledge management as dependent variable.

Table IV: Model Summary of Organizational Culture and Knowledge Management

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.709 <sup>a</sup>	0.503	0.502	0.608

a. Predictors: (Constant), OC

As the above table shows, the value of  $R = 0.709$  indicates a strong relationship between organizational culture and knowledge management. The value of  $R^2 = 0.503$  explains that 50.3 % of the variation in knowledge management is explained by organizational culture, while 49.7 % remain unexplained. Thus, the predictive ability of the model is strong.

Table V: ANOVA of Organizational Culture and Knowledge Management

<i>Model</i>		<i>Sum of Squares</i>	<i>df</i>	<i>Mean Square</i>	<i>F</i>	<i>Sig.</i>
1	Regression	166.908	1	166.908	450.67	.000 <sup>b</sup>
	Residual	164.807	135	0.370		
	Total	331.715	136			
a. Dependent Variable: Knowledge Management						
b. Predictors: (Constant), Organizational Culture						

The ANOVA output table describes the overall variance accounted for in the model. The F value (450.67) and the small significance value level (0.000) indicate that the predictor variables is having effect on dependent variable.

Table VI: Standardized Coefficients of Organizational Culture and Knowledge Management

<i>Model</i>		<i>Unstandardized Coefficients</i>		<i>Standardized Coefficients</i>	<i>T</i>	<i>Sig.</i>
		<i>B</i>	<i>Std. Error</i>	<i>Beta</i>		
1	(Constant)	.722	.128		5.661	.000
	FB	.760	.036	.709	21.229	.000
a. Dependent Variable: Knowledge management						

The result in the above Table VI. shows that organizational culture is having significant impact on knowledge management. It is interpreted that unit change in organizational culture is having .709 changes in knowledge management process. The alternate hypothesis  $H_1$  is accepted.

#### 4.4.2 Impact of Knowledge Management on Organizational Effectiveness

In this regression analysis, knowledge management is taken as independent variables and organizational effectiveness as dependent variable.

Table VII: Model Summary of Knowledge Management and Organizational Effectiveness

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.630 <sup>a</sup>	.396	.395	.56943
a. Predictors: (Constant), KM				

As the above table shows, the value of  $R = 0.630$  indicates a moderate relationship between knowledge management and organizational effectiveness. The value of  $R^2 = 0.396$  explains that 39.6 % of the variation in knowledge management is explained by organizational effectiveness, while 61.3% remain unexplained. Thus, the predictive ability of the model is strong.

Table VIII: ANOVA of Knowledge Management and Organizational Effectiveness

<i>Model</i>		<i>Sum of Squares</i>	<i>df</i>	<i>Mean Square</i>	<i>F</i>	<i>Sig.</i>
1	Regression	94.751	1	94.751	292.214	.000 <sup>b</sup>
	Residual	144.293	135	.324		
	Total	239.044	136			
a. Dependent Variable: OE						
b. Predictors: (Constant), KM						

The ANOVA output table describes the overall variance accounted for in the model. The F value (450.67) and the small significance value level (0.000) indicate that the predictor variables is having effect on dependent variable.

Table IX: Standardized Coefficients of Knowledge Management and Organizational Effectiveness

<i>Model</i>		<i>Unstandardized Coefficients</i>		<i>Standardized Coefficients</i>	<i>t</i>	<i>Sig.</i>
		<i>B</i>	<i>Std. Error</i>	<i>Beta</i>		
1	(Constant)	1.973	.108		18.191	.000
	KM	.534	.031	.630	17.094	.000
a. Dependent Variable: OE						

The result in the above Table IX shows that knowledge management is having significant impact on organizational effectiveness. It is interpreted that unit change in knowledge management is having .630 changes in organizational effectiveness. The alternate hypothesis  $H_2$  is accepted.

#### 4.3 Impact of Organizational Culture on Organizational Effectiveness

In this regression analysis, organizational culture is taken as independent variables and organizational effectiveness as dependent variable.

Table X: Model Summary of Organizational Culture and Organizational Effectiveness

<i>Model</i>	<i>R</i>	<i>R Square</i>	<i>Adjusted R Square</i>	<i>Std. Error of the Estimate</i>
1	.570 <sup>a</sup>	.325	.323	.60225
a. Predictors: (Constant), OC				

As the above table shows, the value of  $R = 0.570$  indicates a moderate relationship between organizational culture and organizational effectiveness. The value of  $R^2 = 0.325$  explains that 32.5 % of the variation in organizational culture is explained by organizational effectiveness, while 67.5 % remain unexplained. Thus, the predictive ability of the model is moderate.

Table XI: ANOVA of Organizational Culture and Organizational Effectiveness

<i>Model</i>		<i>Sum of Squares</i>	<i>df</i>	<i>Mean Square</i>	<i>F</i>	<i>Sig.</i>
1	Regression	77.640	1	77.640	214.059	.000 <sup>b</sup>
	Residual	161.404	135	.363		
	Total	239.044	136			
a. Dependent Variable: OE						
b. Predictors: (Constant), OC						

The ANOVA output table describes the overall variance accounted for in the model. The F value (450.67) and the small significance value level (0.000) indicate that the predictor variables is having effect on dependent variable.

Table XII: Standardized Coefficients of Organizational Culture and Organizational Effectiveness

<i>Model</i>		<i>Unstandardized Coefficients</i>		<i>Standardized Coefficients</i>	<i>t</i>	<i>Sig.</i>
		<i>B</i>	<i>Std. Error</i>	<i>Beta</i>		
1	(Constant)	1.970	.126		15.602	.000
	OC	.519	.035	.570	14.631	.000
a. Dependent Variable: OE						

The result in the above Table XII shows that organizational culture is having significant impact on organizational effectiveness. It is interpreted that unit change in organizational culture is having .570 changes in organizational effectiveness. The alternate hypothesis  $H_3$  is accepted.

#### 4.5.6 Mediating Role of Organizational Culture between Knowledge Management and Organizational Effectiveness

This section analyses the role of organizational culture as mediation variables between input variables (knowledge management) and outcome variable (organizational effectiveness).

Mediation refers to a situation that includes three or more variables, such that there is a causal process between all three variables. In a mediation relationship, there is a direct effect between an independent variable and a dependent variable. There are also indirect effects between an independent variable and a mediator variable, and between a mediator variable and a dependent variable. The degree to which the direct effect changes the result of after including the mediating variable organizational culture is referred to as the mediational effect.

The result of regression estimates between antecedent and consequence without mediator is presented in Table XIII and result of regression estimates between antecedent and consequence with mediator is presented in Table XIV followed by discussion.

Table XIII: Regression Estimates of the Proposed Model (Without Mediator)

Variable	Direction	Variable	Estimate	C.R.	P
Organizational effectiveness	<---	Knowledge management	0.688	11.99	***

The value of p and critical ratio in table XIII revealed that there is significant impact of knowledge management on organizational effectiveness in direct relation.

Table XIV: Regression Estimates of the Proposed Model (With Mediator)

Variable	Direction	Variable	Estimate	C.R.	P
Organizational culture	<---	Knowledge management	.748	26.23	***
Organizational effectiveness	<---	Organizational culture	.876	14.63	***
Organizational effectiveness	<---	Knowledge management	.095	1.27	.201

The value of p and critical ratio in table 4.48 revealed that there is not significant impact of input variables (knowledge management) on outcome variable (organizational effectiveness) with mediator (organizational culture). The relationship between knowledge management and organizational culture; and relationship between organizational culture and organizational effectiveness are significant in indirect effect. It confirms the full mediation of organizational culture between knowledge management and organizational effectiveness. Therefore, the alternate hypothesis H<sub>4</sub> is accepted.

## V. CONCLUSION

The results have revealed that there is positive significant influence of organizational culture on knowledge management process. Knowledge management is having positive significant impact of organizational effectiveness. Also, culture is playing full mediation role between knowledge management and organizational effectiveness though in direct relation too there is positive significant impact of organizational culture on organizational effectiveness. The correlation analysis results stated that there is always a positive relationship between all the dimensions. From correlation analysis, we have found that there is a positive correlation between the collaboration and coherence process of implementation of knowledge management in the organization. The organizational culture and the knowledge information data are positively correlated with each other. Therefore, organizational culture and the

knowledge information data provided by the organization holds an important role in the exploration of knowledge management in the organization.

## VI. SUGGESTIONS AND RECOMMENDATIONS

The study shows that collaboration and the coherence process play an important role within the method of exploration of organizational culture, knowledge management and organizational effectiveness and hence each dimension ought to be thought of as the important factors that have an effect on exploration of knowledge management. The organization should focus on upon the methods of enhancing knowledge related data in the organization. The healthy relationship between the employees and supervisors helps in developing the setting of collaboration and convergence boost the method of knowledge management in the organization which will directly lead to have organizational effectiveness in terms of productivity, innovation, decreased cost etc. in the organization.

- The organization should try to work on motivating the employees towards sharing of the knowledge on a single platform provided by the organization. The organization ought to work on collaborating teams in the organization so as to have a collaborative effort in implementing the knowledge management initiative in the organization. The organization should try to know the knowledge gap between the employees and the organization. The knowledge data gap is measured with the amount of existing knowledge and expected level of knowledge; this can be measured with knowledge database available for the knowledge creation/retrieval for the employees in the organization.

From the analysis it is recommended that organizations should try to provide a sharing platform within the organization to share knowledge as to achieve organizational effectiveness in the organization. Organization should provide some coaching and training programs to develop knowledge related skills within the employees which is lacking in the staff within the organization. Organizations will have competitive advantage within the market with the assistance of method of learning organization to specialize in sharing the knowledge information data on the same platform.

## VII. LIMITATIONS AND FUTURE SCOPE

In the analysis respondents were chosen only from the private sector, specifically IT industry only. The study is done with 136 responses which can be increased for more generalized results for the target population. This study is aimed at three study variables – knowledge management, culture and effectiveness but there is scope to include more topical and relevant variables in future.

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