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CULTURAL FACTORS INFLUENCE EFFECTIVE KNOWLEDGE MANAGEMENT

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ABSTRACT

This study emphasis on effective factors responsible for the improvement of knowledge management pertaining to the cultural aspect, considering the cultural factors like attitude, belief, values, custom religion, language, tradition and so on. Moreover, these factors lead to the co-ordination, trust, learning and knowledge sharing makes the huge impact on knowledge management. In this study 100 respondents were chosen from the various organizations and also from experts who shared their experiences and views in the account of pilot test. Random sampling technique is used to extract the information with the help of questionnaire. This questionnaire is further used to draw the actual findings and conclusions for the study. The conclusion of the study is that every organization must be adaptable for change by providing the right culture and value the communication from the members of the organization, for the free flow of knowledge and explores the creative knowledge which becomes the greatest significant for the organization .

KEYWORDS

culture, knowledge, performance, organizational effectiveness.

INTRODUCTION

In today's competitive era where knowledge is the key issue in organizations are in the greater race, it is considered as the important factor for the success of any organization. Knowledge is an important asset for any organization in improving its efficiency and agility. Managing the knowledge in effective manner in developing the effective decision is a competitive advantage. Knowledge management plays a crucial role in an organization in decision making and strategic building. It deals with creation of information, storing it and disseminating it to the various levels in the organization. Adapting the knowledge and its effective utilization is completely depended on the organizational culture which has greater impact on knowledge management in improving the organizational performance. Various factors can be considered like collaboration, trust, knowledge sharing, and learning are the few factors that form the basis for the organizational culture. It plays the critical role in knowledge generation and knowledge sharing. Organizational culture also acts as the major motivator for knowledge management in an organization. In this paper we analyze the influence of cultural factors on knowledge management and its effectiveness in improving the organizational performance.

Culture refers to the individual values, beliefs, attitude, and understanding, behavior and feelings of individuals. Organizational culture is the job environment where the above culture factors play the vital role in interaction and relationship among the employees at workplace. This helps in knowing the behavior of the individual in an organization. The organizational culture involves individual experiences and their willingness in knowledge sharing and knowledge management. It has the greater impact on the developing of knowledge and disseminating the same to others that affects the organizational change as well. It can be considered as the important factor as it has the great effect on the adaptation from external and internal change by individuals. The organizational culture becomes the base in understanding, in terms of relationship among the employees, communication, interaction, practices and policies of an organization. Hence this has the positive impact on the knowledge sharing and the knowledge management.

REVIEW OF LITERATURE

M.M.M. Snyman, R. Davel (2005) proposed that the most strategic resource considered in organizations is Knowledge and innovation. As a result, the creative use of existing knowledge and its utilization leads to the development of new knowledge have become significant to any organization's competitive advantage. It is important for any organization to maintain the type of culture residing within an organization, since the cultural habits of employees of an organization affect the way in which knowledge managed. As a result of this it can be stated that whether an organization's culture could persuade or discourage individuals to generate, codify and share knowledge

Ronald Mullerm Hans-J Lenz and Myra Spiliopoulou (2005) viewed that the knowledge management is the key challenge in motivating the people in sharing the knowledge with other members in an organization. In most MNC's the culture is most difficult aspect to be considered. **Basit, tayab (2010) et. al** proposed that the knowledge is the talent of identification, creation and the dissemination of the information. They also investigated that cultural factors affect the collaboration, learning and trust related to knowledge management. Hence the management must take it as the challenging issue in larger organization as well to gain its competitive advantage.

Jan Auernhammer , Hazel Hall (2013) proposed that the organizations that encourages the knowledge creation, creativity and innovation should must be adaptable in providing the free space for the flow of communication and must also welcome the ideas generated by the members in order to motivate the staff to during the process of knowledge management. The management of the organization should consider the values of the individual in sharing the ideas to provide the challenging opportunities for the further innovation.

Chang, Christina (2002) viewed that the organizations are becoming the extension of the information science the knowledge has become the primary source in the present era. So there is a necessity that the knowledge must be managed effective in order to lead the benefits. It is the organization value that considers the organizational impact on km or not that may be having a negative or a positive significant which effects to the organization. So it is the individual intention in managing the knowledge to their levels.

LAVI, MARYAM; KAYWORTH, TIMOTHY R.; LEIDNER, DOROTHY E. (2005) examined that knowledge management is the art of creation, storage, transfer, and application of knowledge in organization. Organizational culture consists of the values and the beliefs that are the integral part to be considered in knowledge management. it determines the reality of individuals perceive the things or their willingness in knowledge sharing that enhances the individuals reputation and also determines the need for the further return on the knowledge they share . Hence the knowledge they share will influenced by these collectives' views. So this organizational culture may be considered as one of the barrier in sharing knowledge.

OBJECTIVES OF THE STUDY

1. To know the cultural factors and their influencing e on knowledge management.
2. To understand the impact of culture on organizational effectiveness.

HYPOTHESIS

H0: There is a no effect of cultural factors on knowledge management

H1: There is an effect of cultural factors on knowledge management.

RESEARCH METHODOLOGY

Type of Research: A descriptive study was conducted to know whether there is a impact of culture on knowledge management in an organization. And also to know the various facts which are majorly responsible for it.

Sample Design: The data collection, sample size and the method of data collection adopted for the study.

Sample size of 100 was chosen from the various organizations for data collection including the employees with different designation and the sampling method was used for data collection. The sampling procedure was judgmental.

Data collection: the questionnaire was prepared based on the Pilot study and about 5 employees were considered for the Pilot study.

Primary data: The questionnaire was prepared to conduct the research and the data was collected by using same. The questionnaire prepared consists of 4 set of questions. Each set comprises of 6 sub questions and these questions are distributed to various organizations/ employees to extract the accurate information and even the direct face to face interaction with the employees are also took place to extract the more information.

Secondary data: Data was collected through the magazines, journals and various articles as well through related websites. The outcome (information) is analyzed by using correlation as the statistical tools to draw the findings and the conclusion.

Tools for Analysis: Cluster analysis was used as the tool for the analysis of the data and SYSTAT version 11 was used to draw the results and the conclusion..

HYPOTHESIS TESTING

H0: *There is a no effect of cultural factors on knowledge management*

TABLE: 1: INFLUENCING FACTORS OF CULTURE ON KNOWLEDGE MANAGEMENT

Sl. No	PARTICULARS	SA	A	NAND	D	SD
1.	believe working alone enhances the great knowledge	16	26	32	16	10
2.	trust among the members leads to effectiveness in sharing knowledge	32	40	22	6	0
3.	Great deal of learning take place in working with team	42	44	8	4	2
4.	value oriented organization provide more market opportunities and challenges	32	42	24	0	2
5.	social interaction and communication among the members of organization leads to knowledge transfer	40	48	8	2	2
6.	Common organizational language enables the effective communication among employee	38	40	12	10	0
7.	collaborative engagement individuals are reluctant to share their information for fear of being criticized for their ideas	14	32	38	12	4
8.	absence of supervision results in lack of control on individual	32	40	16	12	4
9.	understanding the cultural difference make the professional success	24	32	28	8	8
10.	Interaction among the team members leads to less confusion and more success for individual?	34	24	22	16	4
11.	Interaction among the team members leads to less confusion and more success for individual?	10	32	38	16	4
12.	Allocation of assignment should be based on community references?	12	22	24	32	10
13.	willingness of individual is responsible in sharing their own knowledge with others	28	34	16	2	0
14.	common language should be used at the time of interaction	22	38	22	12	6
15.	members among the group take the advantage of other knowledge and experience in their personal goals	12	58	22	4	4
16.	personal information can be shared with coworker with trust	18	18	36	22	6
17.	Employee commitment to the job leads to greater efficiency and improved job performance?	36	34	24	4	0
18.	communication in local language takes less time in delivering the information	24	44	18	14	0
19.	communicating with others helps in improving your views and ideas better	34	44	18	4	0
20.	there will be free flow of knowledge in community oriented organization	26	26	14	12	1

Here the data is collected from a sample of 100 respondents with the help of questionnaire containing 20 questions with 5 different scales as strongly agree, agree, neither agree nor disagree, disagree and strongly disagree mentioned in above table.

DISTANCE METRIC IS EUCLIDEAN DISTANCE

K-means splitting cases into 2 groups

TABLE: 2 SUMMARY STATISTICS FOR ALL CASES

Variable	Between SS	df	Within SS	df	F ratio
STRONGAGREE	691.695	1	1222.505	18	10.184
AGREE	937.163	1	890.637	18	18.940
NAND	880.635	1	635.165	18	24.956
DISAGREE	532.009	1	624.791	18	15.327
STRONGDISAGR	111.759	1	92.791	18	21.679
TOTAL	3153.260	5	3465.890	90	

TABLE: 3 CLUSTER 1 OF 2 CONTAINS 13 CASES

Members	Variable	Minimum	Mean	Maximum	sd
Case distance	STRONGAGREE	12.00	30.62	42.00	8.22
	AGREE	26.00	40.92	58.00	7.64
Case 2	NAND	8.00	17.23	24.00	5.57
Case 3	DISAGREE	0.00	6.62	14.00	4.72
Case 4	STRONGDISAGR	0.00	1.62	6.00	1.98
Case 5					
Case 6					
Case 8					
Case 13					
Case 14					
Case 15					
Case 17					
Case 18					
Case 19					
Case 20					

TABLE: 4 CLUSTER 2 OF 2 CONTAINS 7 CASES

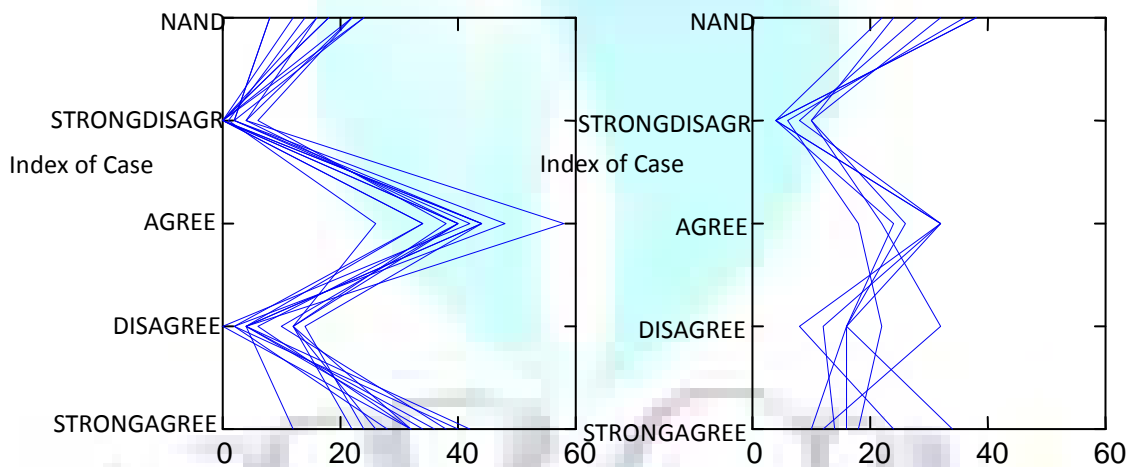
Members	Variable	Minimum	Mean	Maximum	sd
Case distance	STRONGAGREE	10.00	18.29	34.00	8.28
	AGREE	18.00	26.57	32.00	5.62
Case 1	NAND	22.00	31.14	38.00	6.62
Case 7	DISAGREE	8.00	17.43	32.00	7.72
Case 9	STRONGDISAGR	4.00	6.57	10.00	2.76
Case10					
Case11					
Case12					
Case16					

Analysis: from the above analysis it is proved that cultural factor do not affect the knowledge management. Therefore Null hypothesis is accepted.

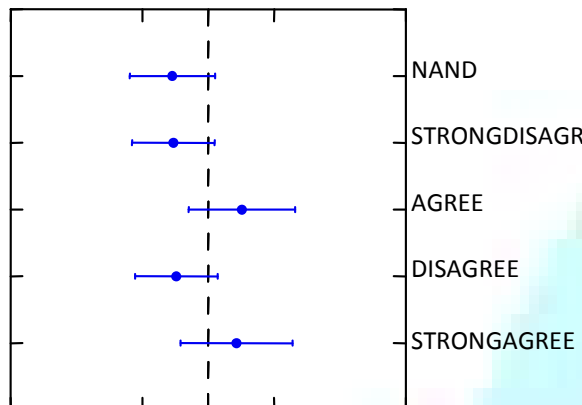
CLUSTER PARALLEL COORDINATE PLOTS

Graph 1

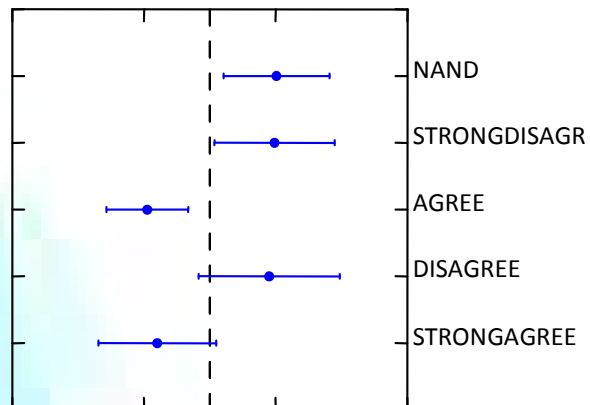
Graph 2



Graph 3



Graph 4



FINDINGS

From the above analysis, it was found that the most of the employees states that the cultural factors do not effect knowledge management in an organization; hence there is no impact of culture on knowledge management. Knowledge sharing can take place in an organization without considering the cultural factors and it do not act as the barrier in sharing the knowledge. Hence the individual's attitude, values do not play a crucial role in an organization in effective knowledge management.

Individual effort does not enhance the knowledge comparing to the group work. As the group work or the team leads to a great collaboration in sharing the knowledge and knowledge can be improved to the maximum level. It not only helps in collaboration but also provides the most challenging tasks preparing individuals in becoming more competitive leading to greater efficiency and improved job performance. If the cultural factors are considered then it may act as hurdle in achieving the individual growth as well as the organizations.

It can be observed from the above analysis that there must be common flow of information among the members of the organization so as to develop the effective knowledge management enhancing the individuals in gaining more knowledge and the learning. Hence the cultural factors should not be considered as the medium in delivering the information in an organization among the members at its various levels.

CONCLUSION

As the organization is workplace where most of time is spent with different employees from the various region, culture, language and tradition, helps in knowing each other with different knowledge, skills and information. A collaborative environment is necessity where it does not create any limit to the individuals in sharing their experiences and learning so as to make the organization a better place to work with more enthusiasm and the excitement in knowing each other knowledge and information without any hurdles.

Hence it can be concluded that management must provide such a workplace where the individuals can easily share their ideas and opinions with each other so to utilize them effectively in their career growth that not only benefits to the individuals but also the improving organizational performance and its efficiency. Hence the organization should not entertain the cultural factors in aspects of knowledge management.

LIMITATIONS

1. This study gives evidence only to cultural factors.
2. This study restricted to only Bangalore city however huge sample can be drawn from other metropolitan cities.

SCOPE FOR FURTHER RESEARCH

It provides the initial understanding of how the cultural aspect has the impact on the knowledge management in an organizational sectors, at the same it also helps the researchers for further research in understanding the better role of the organizational culture and its impact on the knowledge management and provide the pave for the organization in better implementation of it in the organizational settings.

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