

## The Impact of Organizational Culture on Implicit Knowledge Sharing In the Melli Bank of West Azerbaijan Province

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### ABSTRACT

One of the main activities in the field of knowledge management is knowledge sharing process because through which employees can have done actions to improve competitive advantage. Effective knowledge sharing among employees can have a significant impact on improving the quality of research and development activities. For this reason, creating desire and intention of knowledge sharing among employees is of particular importance because lead to share knowledge with them. The purpose of this study was to study the impact of organizational culture on implicit knowledge sharing in the Melli Bank of West Azerbaijan province. The method of research was descriptive-correlation. The population of the study was the staff of Melli Bank of West Azerbaijan province that their number was 990. The samples were obtained 276 people using Cochran's formula that were selected as randomly sampling. To gather data organizational Culture Inventory of Robbins and knowledge sharing an inventory of Dickson (1998) were used. For data analysis, Pearson and regression test were used. The results showed that there is a significant relationship between organizational culture and its dimensions with implicit knowledge sharing among employees of the Melli Bank of West Azerbaijan province (  $P=0.05$  )

### KEYWORDS

Organizational Culture, Sharing Implicit Knowledge, Creativity, Leadership

### ARTICLE HISTORY

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### Introduction

Among the issues which exist in the implementation of knowledge management in the organization is the issue of knowledge sharing within an organization and between various organizations. Knowledge sharing is the behavior of knowledge transfer to colleagues in the communication process within or outside the

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organization. And the purpose of knowledge is the knowledge that the person acquired in the organization, the conducted researches on knowledge sharing, indicating its complexity and multi-faceted aspects affecting this organizational phenomenon. Knowledge sharing is the sharing the useful information and ideas, suggestions and expertise with others in the organization (Manian et al, 2012). In other words, knowledge sharing, defined as a measure in which the people publish the information related to others (Bartel and Sraio Etava, 2002). Knowledge sharing is a collection of behaviors that involves the exchange of information with each other. When told that person shares his knowledge, it means that person, guide another person using his knowledge, insight, and thoughts in order to strengthen the position of the mentioned person. In addition, a person that shares his knowledge, it is better that he is aware of the aim of shared knowledge, and its application and as well as from the needs and knowledge gaps of the person who receiving knowledge (Sarлак and Eslami, 2012). This reflects the fact that all employees have no need to share their knowledge because knowledge of them may not be used or not reused from them. In other words, knowledge sharing would be useful when all employees in their work have a need for it or at least apply the most knowledge that they receive. In fact, knowledge sharing is the extensive interpersonal interaction that makes knowledge and experience to effectively and constructively distributed and absorbed. In this dynamic process, people are faced with the hard mainstream, but in contrast, they will be benefiting from the stable values that knowledge applied to it. Knowledge sharing as a complex but valuable process is the foundations and infrastructure of many organization's strategies. In order to create an effective sharing process, individuals must have the high desire and ability (Rig, 2005)

On the other hand, a change in the attitude is one of the important developments that at the present time in the field of management have done. Before the two decades ago, it was thought that the organizations are rational utility to coordinate and manage people to achieve their goals and have vertical levels of sectors, sections and units and are based on the relationships of power but today it is acknowledged that organizations are much more than this and attention to issues such as organizational climate, organizational health and organizational culture as a relatively new phenomenon have been considered in more modern organizational and management studies and in recent decades has been extremely inclusive (Tousi,2004)

According to Robert Quinn to understand the behavior and performance of the staff, knowing the culture is a fundamental step. Because by the leverage of culture , simply can to facilitate making changes and sustain new directions in the organization.Thus, corporate culture is a key factor in the success and the realization of long-term goals of the organization(Raha Azabadi,2000). The origins and the leading cause of success or failure of institutions and organizations searched in their organizational culture and organizational culture gives identity to the gap between affective variables of the formal organization and how to do real work. Also one of the things that always exists in the organizations is that, whether a culture of an organization is appropriate for it or not.for this reason, for,the definition, description and assessment of organizational culture in organizations, considerable academic efforts have been made in recent decades. So we can say that knowledge of corporate culture, is

essential for any organization and managers must attempt to develop it across the organization. Results of various studies, has shown the positive effects of appropriate organizational culture of the organization. Findings of Jolazadeh(2009) research, suggested that there is relationship between individual traits (age, experience, gender, discipline and education level) with organizational culture, in terms of statistic. findings of Taebi(2014) et al suggested that there is positive and meaningful relationship between organizational culture with knowledge sharing of executive staff of Rafsanjan. Taslimi moghaddam (2014) in a study entitled with "study the state of culture in Kale corporate" stated that, there is serious meaningful relationship ( $p=0.00, r=0.82$ )

Since organizational culture is effective on all organizational interaction (Francois, 2006) such agencies in the shadow of culture, by overcoming on organizational obstacles of conducting strategy, can help to the realization of the knowledge-sharing and also by strengthen the components of a healthy organization be succeed in the successful implementation of strategies and this leads to achieve to the efficiency and effectiveness of the results of a knowledge-based organization. Knowledge sharing, as a complex activity, but value making, is the rationale for many of the organizational knowledge of management strategies. Therefore it is necessary, to the same extent that this issue is effective in the success of an organization for competitive advantage, to identify and remove or limit the obstacles to create a more suitable background for knowledge sharing, take actions (Riege, 2005). Based on the presented material, and considering the importance of the issue in the research to examine the relationship between organizational culture and knowledge sharing.

### Research Methods

The method of research was descriptive-correlation. The population of the study was the staff of Melli Bank of West Azerbaijan province that their number was 990. The samples were obtained 276 people using Cochran's formula that were selected as randomly sampling. To gather data organizational Culture Inventory of Robbins and knowledge sharing an inventory of Dickson (1998) were used. For data analysis, Pearson and regression test were used.

### Findings

This study, based on the theoretical foundations of corporate culture, has 10 dimensions that their relationship with the sharing of implicit knowledge is evaluated. Descriptive findings of organizational culture along with research standard variable (sharing implicit knowledge) in Table 1 is presented.

Table 1: The descriptive results of research subscales

Statistical index of scale	Mean	Standard error	SD
Innovation	12.25	0.45	2.55
Risks	12.11	0.29	2.40
Leadership	29.13	0.45	4.75
Protection	35.10	0.24	2.25
Integration	9.10	0.34	1.80
Control	11.9	0.31	3.34
Identity	12.6	0.32	2.24
reward	11.14	0.24	2.65
Compatibility by conflict	13.45	0.45	2.57

Communication patterns	12.9	0.42	3.10
Organizational Culture	108.12	1.65	17.23
Sharing Implicit knowledge	94.06	2.15	21.82

Table 2: Kolmogorov-Smirnov test

Statistical Indicators of Variables	Z	Sig	Meaningful level
Innovation	1.12	0.09	0.05
Risks	0.25	0.54	0.05
Leadership	1.98	0.08	0.05
Protection	0.52	0.32	0.05
Integration	0.98	0.43	0.05
Control	1.11	0.14	0.05
Identity	1.54	0.07	0.05
Reward	1.14	0.19	0.05
Compatibility by conflict	1.21	0.14	0.05
Communication patterns	1.54	0.08	0.05
Organizational Culture	0.21	0.39	0.05
Sharing Implicit knowledge	1.03	0.23	0.05

According to the results presented in Table 2 and achieved significant levels of each variable of the study that is larger than 0.05, the data of all variables is normal and for test each of the variables we can use parametric test.

### Test hypotheses

The main hypothesis testing: there is a relationship between organizational culture and sharing implicit knowledge of employees of the Melli Bank of West Azerbaijan province.

Table 3: The Pearson correlation coefficient for the main hypothesis

Statistical indicators of variables	Correlation coefficient	R <sup>2</sup>	sig	Meaningful level
Sharing Implicit knowledge of organizational culture	0.56	0.36	0.001	0.05

According to the table there is positive and meaningful relationship between organizational culture with implicit sharing knowledge of the staff of the Melli bank of WestAzarbaijan province ( $P < 0.05$ ). The correlation coefficient between organizational culture and the sharing of Implicit knowledge is 0.56. The coefficient of determination resulting of this relationship shows that %36 of the variance of the variable of implicit knowledge sharing results from a culture.

First hypothesis testing: there is the relationship between the individual creativity by sharing implicit knowledge of employees of the Melli Bank of West Azerbaijan province.

Table (4). Pearson correlation test for the first hypothesis

Statistical indicators of variables	Correlation coefficient	R <sup>2</sup>	sig	Meaningful level
Sharing Implicit knowledge of individual creativity	0.35	0.16	0.001	0.05

According to the table there is positive and meaningful relationship between individual creativity with implicit sharing knowledge of the staff of the Melli bank of WestAzarbaijan province ( $P < 0.05$ ). The correlation coefficient between

organizational culture and the sharing of Implicit knowledge is 0.35 . The coefficient of determination resulting of this relationship shows that %16 of the variance of the variable of implicit knowledge sharing results from individual creativity.

Second hypothesis testing: there is the relationship between the type of reward system with sharing implicit knowledge of employees of the Melli Bank of West Azerbaijan province.

Table (5). Pearson correlation test for the second hypothesis

Statistical indicators of variables	Correlation coefficient	R <sup>2</sup>	sig	Meaningful level
Sharing Implicit knowledge of reward system	0.39	0.10	0.001	0.05

According to the table there is positive and meaningful relationship between reward system with implicit sharing knowledge of the staff of the Melli bank of WestAzarbaijan province (P<0.05). The correlation coefficient between organizational culture and the sharing of Implicit knowledge is 0.39 . The coefficient of determination resulting from this relationship shows that %16 of the variance of the variable of implicit knowledge sharing results from reward system.

Third hypothesis testing: There is a relationship between the type of making risks with sharing implicit knowledge of employees of the Melli Bank of West Azerbaijan province.

Table (6). Pearson correlation test for the third hypothesis

Statistical indicators of variables	Correlation coefficient	R <sup>2</sup>	sig	Meaningful level
Sharing Implicit knowledge of making	0.42	0.16	0.001	0.05

According to the table there is the positive and meaningful relationship between with implicit sharing knowledge of the staff of the Melli bank of WestAzarbaijan province (P<0.05). The correlation coefficient between organizational culture and the sharing of Implicit knowledge is 0.42 The coefficient of determination resulting from this relationship shows that %16 of the variance of the variable of implicit knowledge sharing results from making risks.

Fourth hypothesis testing: There is a relationship between the clear goals with sharing implicit knowledge of employees of the Melli Bank of West Azerbaijan province.

Table (7). Pearson correlation test for the fourth hypothesis

Statistical indicators of variables	Correlation coefficient	R <sup>2</sup>	sig	Meaningful level
Sharing Implicit knowledge of making risks	0.29	0.10	0.001	0.05

According to the table there is positive and meaningful relationship between making risks with implicit sharing knowledge of the staff of the Melli bank of WestAzarbaijan province (P<0.05). The correlation coefficient between organizational culture and the sharing of Implicit knowledge is 0.42 The coefficient of determination resulting from this relationship shows that %16 of the variance of the variable of implicit knowledge sharing results from making risks.

Fourth hypothesis testing: There is a relationship between the clear goals with sharing implicit knowledge of employees of the Melli Bank of West Azerbaijan province.

Table (7). Pearson correlation test for the fourth hypothesis

Statistical indicators of variables	Correlation coefficient	R <sup>2</sup>	sig	Meaningful level
Sharing Implicit knowledge of clear goals	0.29	0.10	0.001	0.05

According to the table there is positive and meaningful relationship between clear goals with implicit sharing knowledge of the staff of the Melli bank of WestAzarbaijan province ( $P < 0.05$ ). The correlation coefficient between organizational culture and the sharing of Implicit knowledge is 0.29 The coefficient of determination resulting from this relationship shows that %10 of the variance of the variable of implicit knowledge sharing results from clear goals.

Fifth hypothesis testing: There is a relationship between the value of control with sharing implicit knowledge of employees of the Melli Bank of West Azerbaijan province.

Table (8). Pearson correlation test for the fourth hypothesis

Statistical indicators of variables	Correlation coefficient	R <sup>2</sup>	sig	Meaningful level
Sharing Implicit knowledge of value of control	0.42	0.14	0.001	0.05

According to the table there is positive and meaningful relationship between value of control with implicit sharing knowledge of the staff of the Melli bank of WestAzarbaijan province ( $P < 0.05$ ). The correlation coefficient between organizational culture and the sharing of Implicit knowledge is 0.42 The coefficient of determination resulting from this relationship shows that %14 of the variance of the variable of implicit knowledge sharing results from the value of the control.

Sixth hypothesis testing: There is a relationship between the limit of support with sharing implicit knowledge of employees of the Melli Bank of West Azerbaijan province.

Table (9). Pearson correlation test for the sixth hypothesis

Statistical indicators of variables	Correlation coefficient	R <sup>2</sup>	sig	Meaningful level
Sharing Implicit knowledge of limit of support	0.51	0.34	0.001	0.05

According to the table there is positive and meaningful relationship between the limit of support with implicit sharing knowledge of the staff of the Melli bank of WestAzarbaijan province ( $P < 0.05$ ). The correlation coefficient between organizational culture and the sharing of Implicit knowledge is 0.51 The coefficient of determination resulting from this relationship shows that %34 of the variance of the variable of implicit knowledge sharing results from the value of the limit of support.

Seventh hypothesis testing: There is a relationship between the limit of identity with sharing implicit knowledge of employees of the Melli Bank of West Azerbaijan province.

Table (10). Pearson correlation test for the seventh hypothesis

Statistical indicators of variables	Correlation	R <sup>2</sup>	sig	Meaningful
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	coefficient			level
Sharing Implicit knowledge of limit of identity	0.31	0.06	0.02	0.05

According to the table there is positive and meaningful relationship between the limit of identity with the implicit sharing knowledge of the staff of the Melli bank of WestAzarbaijan province ( $P < 0.05$ ). The correlation coefficient between organizational culture and the sharing of Implicit knowledge is 0.31 The coefficient of determination resulting from this relationship shows that %0.06 of the variance of the variable of implicit knowledge sharing results from the value of the limit of identity.

eighth hypothesis testing: There is a relationship between the limit of a relationship pattern with sharing implicit knowledge of employees of the Melli Bank of West Azerbaijan province.

Table (11). Pearson correlation test for the eighth hypothesis

Statistical indicators of variables	Correlation coefficient	R <sup>2</sup>	sig	Meaningful level
Sharing Implicit knowledge limit of a relationship pattern	0.15	0.05	0.04	0.05

According to the table there is positive and meaningful relationship between the limit of a relationship pattern with the implicit sharing knowledge of the staff of the Melli bank of WestAzarbaijan province ( $P < 0.05$ ). The correlation coefficient between organizational culture and the sharing of Implicit knowledge is 0.15 The coefficient of determination resulting from this relationship shows that %0.05 of the variance of the variable of implicit knowledge sharing results from the value of the limit of a relationship pattern.

Ninth hypothesis testing: There is a relationship between the amount of conflict between ideas with sharing implicit knowledge of employees of the Melli Bank of West Azerbaijan province.

Table (12). Pearson correlation test for the ninth hypothesis

Statistical indicators of variables	Correlation coefficient	R <sup>2</sup>	sig	Meaningful level
Sharing Implicit knowledge the amount of conflict between ideas	0.62	0.34	0.001	0.05

According to the table there is positive and meaningful relationship between the amount of conflict between ideas with the implicit sharing knowledge of the staff of the Melli bank of WestAzarbaijan province ( $P < 0.05$ ). The correlation coefficient between organizational culture and the sharing of Implicit knowledge is 0.62 The coefficient of determination resulting from this relationship shows that %0.34of the variance of the variable of implicit knowledge sharing results from the value of the amount of conflict between ideas.

Tenth hypothesis testing: There is a relationship between the integrity with sharing implicit knowledge of employees of the Melli Bank of West Azerbaijan province.

Table (13). Pearson correlation test for the Tenth hypothesis

Statistical indicators of variables	Correlation coefficient	R <sup>2</sup>	sig	Meaningful level
Sharing Implicit knowledge the integrity	0.38	0.22	0.001	0.05

According to the table there is positive and meaningful relationship between the integrity with the implicit sharing knowledge of the staff of the Melli bank of



West Azarbaijan province ( $P < 0.05$ ). The correlation coefficient between integrity and the sharing of Implicit knowledge is 0.38. The coefficient of determination resulting from this relationship shows that %0.22 of the variance of the variable of implicit knowledge sharing results from the value of the integrity.

### Discussions and Conclusion

The aim of this study was to evaluate the impact of organizational culture on implicit knowledge sharing among employees of the Mellil Bank of West Azerbaijan province. Results of the data analysis showed that there is relationship between organizational culture and implicit knowledge sharing in the staff of Melli Bank of West Azerbaijan province and this is consistent with findings of Taebi et al (2014) and Taslimi Moghaddam (2014). Therefore concerned managers and officials in the Melli bank of west Azabaijan province should think about strengthen their organizational culture and thereby increase the sharing of knowledge.

Also results of the data analysis showed that there is relationship between the components of organizational culture (the amount of individual creativity, reward systems, risk-taking, the clear objectives, level control, about support, about identity, about the pattern of communication, conflict accountability and integrity) and implicit knowledge sharing in the staff of Melli Bank of West Azerbaijan province and this is consistent with findings of Taebi et al (2014) and Taslimi Moghaddam (2014) ( $P < 0.05$ ) and this is consistent with findings of Taebi et al (2014) and Taslimi Moghaddam (2014). In modern organizations, the staff and their knowledge, considered as the underlying assets. Among the various subjects of areas of knowledge management, development and also knowledge sharing are known as one of the key activities identified knowledge management and can play an important role in increasing the effectiveness and organizational success. Sharing knowledge is the process by which people interact with each other to exchange their knowledge and leads to create a new knowledge. So creating an approach is the most important factor for knowledge sharing behavior. Implementing knowledge sharing in the organizations is a difficult affair and needs support. Since explicit knowledge is impersonal its transfer is easier and has less value in comparison with implicit knowledge. Because to obtain implicit knowledge we need more intricate interactions. One of the most important things to realize knowledge sharing, is powerful organizational culture and the results of this study also proves the claim. According to the results of the present study and conducted studies, many organizations are forced to fundamental changes in their organizational culture in order to support of fulfillment of management and knowledge sharing. Because culture is the most important factor that affects the sharing of knowledge and intellectual capital. Each model to share knowledge regardless of organizational culture and national culture will fail. However, given the complexity of culture, providing a model-based knowledge sharing, organizational culture is very complex and requires a more comprehensive investigation. This is from one side comes back to the complexity of the concept of organizational culture and knowledge management and the operational problems and their assessment. The provided organizational cultural patterns to investigate the relationship between organizational culture and management processes and knowledge sharing is not enough. Although the provided features of organizational culture in these models are more valid predictor from the



management processes and knowledge sharing but the culture of "knowledge based" is a concept that requires both theory and empirical studies and research in this field and providing a culturally appropriate model for the management and sharing of knowledge as well as considered as the research requirements of this scientific field.

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