


The Influence Of Organizational Culture On The Success Of Knowledge Management Practices With North American Companies

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ABSTRACT

This research tests a model of the moderating effect of organizational culture on the relationship between knowledge management and organizational benefits and a positive relationship between knowledge management and organizational benefits. This topic is related to organizational strategic issues such as sharing knowledge and developing new capacities for action through learning processes. The 133 respondents represented 38 of the 49 North American companies recognized for their knowledge management "best practices" initiatives. There were two instruments used in this study: Cameron and Quinn's 1999 OCAI measured four types of organizational culture (Clan, Adhocracy, Market, and Hierarchy), and Lawson's (2002) KMAI assessed Knowledge Management and Organizational Benefits. Emphasizing the competing values framework, the results from the study show that organizational culture is positively related to organizational benefits with high positive intercorrelations.

INTRODUCTION

 Organizational culture is recognized as a major contributor to knowledge management as it represents a major source of competitive advantage for organizations to achieve their objectives (De Long & Fahey, 2000). Cabrera and Bonache (2001) contend that, clearly, knowledge management is of central importance to organizations. The latest revolution in business shows that instead of hoarding knowledge, there is an urgent need for managers to collaborate and share knowledge. The paradigm shift to knowledge management is pushing the efforts of many companies to manage knowledge as a competitive advantage in order to achieve their objectives; and there is a growing sense of urgency among executives about the practicality of leveraging knowledge within the organization (Chin-Loy, 2003; Chin-Loy & Mujtaba, 2007).

Using the competing values framework, this paper reviews the relationship between knowledge management and organizational benefits and also the moderating effect of organizational culture on the relationship between knowledge management and organizational benefits. Since the early 1980s, human resource practitioners have been urged to increase the competitive capacity of their organizations (Cabrera & Bonache, 1999; De Long & Fahey, 2000; Detert, et al., 2000). These messages reflect the importance of developing a "strong" culture that supports the organization's competitive strategy. Culture is a pattern of norms, values, beliefs and attitudes that influences behavior within an organization.

The Competing Values Framework

The competing values framework is widely known to scholars and researchers as an efficacious way to measure and compare one culture to the other. According to Quinn and McGrath (1985), the competing values framework also has been used to organize the literature on organizational effectiveness (Quinn & Rohrbaugh, 1983), leadership, information processing, organizational change, organizational culture, and organizational decision-making. In a series of studies, Quinn and Rohrbaugh (1983) investigated the similarity and dissimilarity between pairs of organizational descriptors. The results of their numerous analyses are the competing value model of organizational effectiveness (Chin-Loy, 2003; Chin-Loy & Mujtaba, 2007).

The competing values framework also has proven useful for describing the dynamics of several organizational behavior phenomena. For example, Quinn and Spreitzer (1991) report on publications and research of Quinn and his colleague's application of the CVM to explicate concepts of organizational communications, leadership, organizational transitions, and organizational decision-making. Other empirical research lends indirect support for the CVM. Deshpande, Farley, and Webster (1993), for example, reported associations among patterns of organizational characteristics and patterns of firm performance indices, which are consistent with the competing values approach. Ostroff and Schmitt (1993) also concluded that a balance of apparently competing characteristics was necessary in order for their subject organizations to achieve both efficiency and effectiveness, just as the CVM proposes.

The competing values model (CVM) describes organizational culture in what has been described as a mutually exclusive value dimensions (Howard, 1998). This model was first used by Quinn and Rohrbaugh (1983) to examine the relationship between culture and organizational effectiveness; and their work showed that differences among the many effectiveness criteria in the literature could be better understood when they were organized along two axes (Goodman & Zammuto, 2001). The competing values model has been used in subsequent research. For example, Quinn and Spreitzer (1991) used it for two studies to examine the impact of culture on executive well-being. The model was also used by them to identify alternative patterns of culture and to examine the impact of the patterns on various measures of life quality. Goodman, Gifford and Zammuto (2001), drawing upon data from seven different hospitals, also utilized the competing values framework. Howard (1998) validated the CMV as a representation of organizational cultures. His studies elaborated the CVM by suggesting a mechanism whereby the apparent paradox of the competing values might be more effectively managed.

Historical literature has consistently proposed that it is imperative to have a better understanding of knowledge as the world change from a knowledge transition stage to a knowledge era. Lee (2000) writes that the latest revolution centers on an organization's ability to use intelligently the knowledge it already has within it, as well as the new intellectual capital created daily. He further went on to say that in this new paradigm, collaboration and sharing will replace knowledge hoarding, interested communities will provide the equipment necessary to maintained improvements, and technology will be positioned to ensure efficient knowledge transfer. For example, as De Long and Fahey (2000) suggested, the purpose of knowledge management is to enhance organizational performance by designing and implementing tools, processes, systems, structures, and cultures to improve the creation, sharing, and use of all three types of knowledge that are critical for decision-making (Chin-Loy, 2003; Chin-Loy & Mujtaba, 2007).

Research Methodology

This study consists of exploratory research designed to examine how knowledge management initiatives relate to organizational benefits and to determine if organizational culture moderates the relationship between knowledge management programs and organizational outcomes/benefits. The conceptual model for this study links two models. Quinn and McGrath's (1985) Competing Values Model (CVM) provides the framework for linking organizational culture. Lawson's (2002) research focused on knowledge management initiatives and organizational benefits and developed scales to measure them.

Survey research constitutes the research methodology for this study. The data came from organizations with a history of managing knowledge for a competitive advantage, that is, organizations dedicated to "benchmarking" and sharing "best knowledge" practices leading to superior business performance. Some of these leading companies are recognized for excellence in knowledge management (Chin-Loy, 2003). According to Chin-Loy, some researchers characterize leading knowledge management companies for the following achievements:

- Creating a corporate knowledge culture
- Developing knowledge leaders
- Delivering knowledge-based products/solutions
- Maximizing enterprise intellectual capital
- Creating a learning organization
- Creating an environment for collaborative knowledge sharing
- Focusing on customer knowledge
- Transforming organizational knowledge into shareholder value.

The organizations were identified through a review of the literature on successful knowledge management initiatives. The survey was administered to those in each organization who have access to, and the use of, the organization's knowledge. This was potentially anyone in the organization. The principle researcher contacted upper-management in each organization to determine his/her willingness to participate in the study and to obtain consent to administer the survey. This person was the single point of contact within the organization, and data were collected through an online copy of the instrument posted on the web or by email (Chin-Loy, 2003).

The research questions and hypotheses examine the relationship of knowledge management to organizational benefits (competitive advantage, growth and innovation) and the moderating effect of organizational culture on the relationship between knowledge management initiatives and organizational benefits, as delineated in the research model developed for this study in Figure 1. Because the model was developed explicitly for this research, and has not been examined empirically, the research questions and hypotheses are based on an extensive review of the literature (Chin-Loy, 2003).

The first three research questions and hypotheses examine the relationship of knowledge management to organizational benefits (competitive advantage, innovation, and growth). The fourth research question and hypothesis examines the moderating effect of organizational culture on knowledge management and organizational benefits.

- Is there a relationship between Knowledge Management and Competitive Advantage?
- Is there a relationship between Knowledge Management and Innovation?
- Is there a relationship between Knowledge Management and Growth?
- Does Organizational Culture moderate the relationship between Knowledge Management and Organizational Benefits?

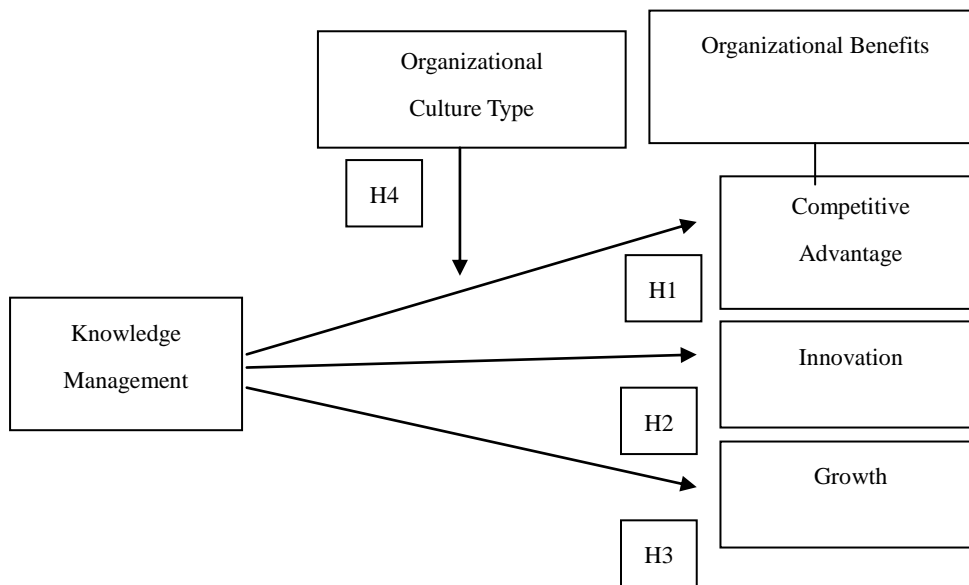
The following are the research hypotheses tested in this study:

- H1o:** There is a negative correlation or no correlation between Knowledge Management and Competitive Advantage.
- H1a:** There is a positive correlation between Knowledge Management and Competitive Advantage.
- H2o:** There is a negative or no correlation between Knowledge Management and Innovation.
- H2a:** There is a positive correlation between Knowledge Management and Innovation.
- H3o:** There is a negative or no correlation between Knowledge Management and Growth.
- H3a:** There is a positive correlation between Knowledge Management and Growth.
- H4o:** Organizational Culture does not moderate the relationship between Knowledge Management and Organizational Benefits.
- H4a:** Organizational Culture moderates the relationship between Knowledge Management and organizational Benefits.

The questionnaire for the study appears in Appendix A and has three sections: (1) demographics on the respondents and organization; (2) Cameron and Quinn's (1999) Organizational Culture Assessment Instrument (OCAI); and (3) Lawson's (2002) Knowledge Management Assessment Instrument (KMAI).

The demographic items are used to profile the respondents and to summarize relevant information about their organizations. The OCAI measures six aspects of organizational culture: dominant characteristic, organizational leadership, and management of employees, organizational "glue," strategic emphases, and criteria of success. Each of the four items in the six scales corresponds to one of the four dimensions of organizational culture. Thus, each organizational culture type is measured with a six-item scale. Lawson's (2002) measure assesses both knowledge management and three organizational benefits, which are indicators of knowledge management success: (1) competitive advantage, (2) innovation, and (3) growth. The OCAI was developed with managerial applications in mind. It is a valuable systematic tool that has been utilized extensively by managers, change agents, scholars, and researchers to help them understand, diagnose, and facilitate the change of an organization's culture to enhance its effectiveness (Cameron & Quinn, 1998; Chin-Loy, 2003).

Figure 1: Research Model



Lawson's Knowledge Management Assessment Instrument (KMAI)

The KMAI is the third section of the survey instrument, in Appendix A. According to Lawson (2002), one of the first steps in designing the instrument was an extensive review of literature on knowledge management. She combined and refined the various knowledge management processes described by other researchers and developed a six-process knowledge typology: knowledge creation, knowledge capture, knowledge organization, knowledge storage, knowledge dissemination, and knowledge application. The KMAI measures these six dimensions. Each scale has four descriptive statements and utilizes a five-point Likert-type scale ranging from 1 (strongly agree) to 5 (strongly disagree).

Reliability and validity estimates (Lawson, 2002) came from a sample of faculty and students engaged in knowledge management research. Lawson's intent was to have the questions checked for appropriateness, readability, and comprehensiveness. She administered the KMAI in a pilot survey with two financial institutions that were instituting knowledge management in their strategic plans. The purpose was to gather information and suggestions to further validate the KMAI. Based upon their feedback, the survey instrument was modified to arrive at a final version. The final version of the research survey then was administered in the field survey data collection.

Independent variables, organizational culture and knowledge management, are quantitative. Based on the hypotheses defined, the variables herein will be:

- Organizational culture (moderator) has four dimensions: clan, hierarchy, market, and adhocracy.
- Knowledge management (independent variable) as assessed by the KMAI has six sub-scales: knowledge creation, knowledge capture, knowledge organization, knowledge storage, knowledge dissemination, and knowledge application; and they are categorized as human resources, organizational structure, and technology. For this research knowledge management is measured with one scale that sums all 24 items.
- Growth, innovation and competitive advantage. The three outcome (dependent) variables are organizational benefits and are also measured with the KMAI: growth, innovation and the expected achievement of competitive advantage for the firm (Chin-Loy, 2003).

The data were analyzed using SPSS to provide descriptive statistics, correlations, and moderated multiple regression analyses. Pearson's (r), the most commonly used bivariate correlation is used to test the first three

hypotheses concerning the correlation of knowledge management with the three organizational benefits. The Pearson correlation also reflects the degree of linear relationship between two variables and determines the strength of the linear relationship between the variables. Multiple regressions are used to test the fourth hypothesis on the moderating effect of organizational culture on the relationship between knowledge management and organizational benefits.

ANALYSIS AND PRESENTATION OF FINDINGS

The study was designed to determine whether there is a positive relationship between knowledge management and to examine the moderating effect of organizational culture on their relationship. The sample was drawn from thirty-eight of the 49 North American companies recognized for their knowledge management “best practices” initiatives (KNOW Network-Teleos, 2003). A total of 200 surveys were distributed to the 49 organizations. A total of 142 responses were received from 38 of the 49. This reflects a total survey response rate of 71% (142 / 200). Of the 142 responses received, only 133 were useable (Chin-Loy, 2003). The other responses were rejected because they were incomplete. The SPSS (Statistical Package for Social Science) and Microsoft Excel software were used as main statistical analysis tools.

The population in this study included 49 companies recognized for excellent knowledge management. Respondents included employees who were users of their organizations’ knowledge and who were familiar with the organization knowledge management program. Respondents represent various levels within the organization knowledge management program.

There was almost equal gender representation with 61 women (47%) and 69 men (53%) in the sample. There was good representation in all of the age categories. The most frequently occurring age group (30%) is 30 and under. Twenty-seven percent were between the ages of 31-40, another 23% were between 41-50 and 19% of the respondents were over 50 years of age. With regard to the respondents’ education levels, about 18% are high school graduates, 18% have technical training, 32% undergraduate degree, 28% graduate degree, and 19% checked “other” in the education category.

The departments represented in the study included information systems 17%, finance 9%, human resources 11%, customer service 23%, administration and other 18% by the reporting relationship within the respective organization. Several of the respondents who indicated “other” as a response were from government agencies, such as the United States military, which utilizes military divisions and titles.

Reliability And Descriptive Statistics

The reliability of the research instrument is concerned with its internal consistency. Cronbach's alpha measures how well a set of items measures a single unidimensional latent construct (Cortina, 1993). Cronbach's alpha remains the most widely used measure of scale reliability. When data have a multidimensional structure, Cronbach's Alpha will usually be low. Technically speaking, Cronbach's Alpha is not a statistical test - it is a coefficient of reliability (or consistency). When there are many items, Cronbach's Alpha tends to be the most frequently used estimate of internal consistency (Trochim, 2002).

Reliability comes to the forefront when variables developed from summated scales are used as predictor components in objective models. According to Peterson (1994), there is virtual consensus among researchers that, for a scale to be valid and possess practical utility, it must be reliable. He also stated that, conceptually, reliability is defined as the degree to which measures are free from error and yield consistent results. Reliability is generally defined as the consistency of measurement, or the degree to which an instrument measures the same way each time it is used under the same condition with the same subjects (Chin-Loy, 2003).

Cronbach's alpha assessed the internal consistency of items within a scale. Values above 0.7 are acceptable indicators of internal consistency as suggested in the literature (Ribere, 2001). Table 2 presents the Cronbach's Alpha for three scales: Organizational Culture (4 scales combined), Knowledge management (all scales combined), and Organizational benefits (3 scales combined).

Table 2: Reliability Of Construct

Variables	Cronbach's Alpha
The organizational Culture assessment Instrument (OCAI)(24 items)	N of cases = 133 Alpha = .8593
Knowledge Management Assessment instrument (KMAI) (24 items)	N of cases = 133 Alpha = .8948
Organizational Benefits (8 items)	N of cases = 133 Alpha = .8466

Tables 3, 4 and 5 present the descriptive statistics for the thirteen variables: Organizational Culture (Clan, Adhocracy, market and Hierarchy), Knowledge Management (creating knowledge, capturing knowledge, organizing knowledge, storing knowledge, and disseminating knowledge applying knowledge) and Organizational Benefits (Growth, innovation, and competitive advantage).

Table 3: Descriptive Statistics, Organization Culture

	N	Minimum	Maximum	Mean	Std .
CLAN	133	1.17	4.00	2.2140	.53925
ADHOC	133	1.33	4.33	2.3840	.47715
MARKET	133	1.00	4.50	2.0965	.52912
HIERAR	133	1.00	4.00	2.3185	.57645
Valid N (listwise)	133				

Table 4: Descriptive Statistics, Knowledge Management

	N	Minimum	Maximum	Mean	Std. Deviation
CRKNOWL	133	1.00	5.00	2.1805	.70734
CAPKNOW	133	1.00	4.50	2.4417	.60685
ORGKNOW	133	1.00	4.75	2.3853	.79625
STORKNO	133	1.00	5.00	2.2124	.69119
DISSKNOW	133	1.00	4.00	2.0320	.60882
APPKNOW	133	1.00	4.25	1.9724	.56302
Valid N (listwise)	133				

Table 5: Descriptive Statistics, Organizational Benefits

	N	Minimum	Maximum	Mean	Std .
GROWTH	133	1.00	6.00	2.9624	1.16335
INNOV	133	1.00	5.00	2.3158	.90390
COMPADV	133	1.33	6.00	2.6253	.95355
Valid N (listwise)	133				

Hypothesis Testing: Correlation and Regression

The Pearson product-Moment Correlation coefficient (r), correlation coefficient for short, is a measure of the degree of linear relationship between two variables. It assesses the degree to which a linear model may describe the relationship between two variables.

Table 6 presents the correlation matrix for the four organizational culture types, knowledge management and the organizational benefits. The four organizational culture types are positively correlated (p.< .001) with knowledge management. Knowledge management is positively correlated (p. < .001) with the three organizational benefits. The correlations are used to test the first three hypotheses concerning positive relationships between knowledge management and the three organizational benefits.

- H1o:** There is a negative correlation or no correlation between Knowledge Management and Competitive Advantage.
- H1a:** There is a positive correlation between Knowledge Management and Competitive Advantage.
- H2o:** There is a negative or no correlation between Knowledge Management and Innovation.
- H2a:** There is a positive correlation between Knowledge Management and Innovation.
- H3o:** There is a negative or no correlation between Knowledge Management and Growth.
- H3a:** There is positive correlation between Knowledge Management and Growth.

Table 6: Correlation Matrix For All Study Variables

	Avg. Knowledge	Clan	Adhoc.	Market	Hierarchy	Growth	Innovation	Comp Advant
Average Knowledge								
Clan	.768	1						
Adhocracy	.877	.584	1					
Market	.897	.712	.752	1				
Hierarchy	.793	.541	.624	.668	1			
Growth	.314	.267	.396	.254	.212	1		
Innovation	.432	.262	.437	.341	.430	.466	1	
Comp. Adv	.416	.408	.376	.332	.282	.766	.342	1

** * All correlations are significant at the 0.001 level (1-tailed).

Based on the correlations presented, the first three null hypotheses can be rejected. There are strong positive correlations (p <.001) between knowledge management and the organizational benefits: knowledge management and competitive advantage, r=.42; knowledge management and innovation, r=.43; and knowledge management and growth, r=.31. The alternate hypotheses are supported (Chin-Loy, 2003). There are positive relationships between knowledge management and the three organizational benefits.

Moderated multiple regression analysis was used to test the hypothesis concerning the moderating effect of organizational culture on the relationship between knowledge management and each of the three dependent organizational benefits. A two-stage multiple regression examines the moderating effect of organizational culture (the interaction between organizational culture and knowledge management). For a moderating effect to be significant, the change in R² from the first stage of the model (with all the independent variables: Knowledge Management summed and the four organizational culture types) to the second stage with the interaction terms (knowledge management multiplied by each of the four organizational culture types) added in must be significant. Then the beta associated with an interaction term must be significant.

The results show that the R² change of .03 (F= 1.85, p= .14) is not significant. Therefore, organizational culture does not moderate the relationship between knowledge management and competitive advantage. The results also show that the R² change of .02 (F= 1.46 p =.23) is not significant. Therefore, organizational culture does not

moderate the relationship between knowledge management and innovation.

Applying the regression results to the hypotheses the null hypotheses cannot be rejected. These results indicate that organizational culture does moderate relationship between knowledge management and organizational benefits. The results show the R^2 change of .04 ($F=2.36$, $p=.07$) is not significant. Therefore, organizational culture does not moderate the relationship between knowledge management and growth. Overall, these findings above demonstrate that knowledge management is strongly and positively related to knowledge management benefits. These findings do not support a moderating effect of organizational culture. Still, the adhocracy culture type has the strongest correlation ($r=.40$) with knowledge management benefit of growth (Chin-Loy, 2003). The regression ($F=.075$) shows that the interaction of adhocracy with knowledge management is close to significant.

The study results support Hypotheses 1-3 concerning a positive relationship between knowledge management and organizational benefits (Growth, Innovation, and Competitive Advantage). The results also demonstrate that there is a positive relationship between organizational culture types and knowledge management programs, even though the hypotheses did not examine the knowledge management-organizational culture relationship. Results in the correlations show that the four organizational types are strongly positively related to knowledge management. This suggests that identifying the organizational culture type that is most strongly related to knowledge management programs can assist organizational change agents in designing, initiating, and implementing changes that foster successful knowledge management programs. No previous research examined the moderating effect of organizational culture on the relationship between knowledge management and organizational benefits. There were no significant interactions, but the one for adhocracy was close to significance ($p=.075$), as a moderator of the relationship between knowledge management programs and growth.

Implications, Limitation And Recommendations

The competitive benefits of strategic knowledge management efforts are now recognized across virtually all industries worldwide. The results of the study provide strong, substantial evidence that organizational culture is positively related to knowledge management programs and to their benefits. This study provides for the first time quantitative data, on knowledge management programs in major U.S. organizations and their benefits along with positive relationships to organizational culture types. The results indicate that it may be important to identify and recognize the culture types that are most influential on the behaviors central to knowledge management.

The research may have been limited by sample size. The analysis included 133 participants from 38 of the 49 companies that are recognized for their knowledge management programs. The participants were mainly large organizations in information technology, telecommunications, and the military. Another limitation is that the results are not generalizable to all organizations.

It is recommended that future research focus on human resources to gain further insight on the human factors involved in knowledge management. For example, it is further recommended that study include participation from organizations with different types of culture. Further studies should aggregate at the organizational and also of subunits within the organization. For example, these could be aggregated to the organizational level by answering responses for each organization. Further studies could also examine the high positive intercorrelations between organizational culture and knowledge management and also examine whether the scales used in this study are measuring overlapping dimensions.

CONCLUSION

Knowledge management is an effort to capture or tap an organization's experience and wisdom and to make them available and useful to everyone in the organization. The literature provided various perspectives on the emerging enthusiasm for knowledge management programs. Some researchers have supported that while knowledge management is technology based, it is not about computers, and for it to be effective it has to be much more. For example, as the high positive correlations between organizational culture and knowledge management in this study strongly suggest organizational culture maybe the "driving force" behind whether or not the organization achieves its objectives. The literature supports that knowledge is considered to be one of the most important assets in the new economy. As was evident in this study, it is vital to organizational benefits, such as competitive advantage, growth, and innovation.

This study suggests, but did not explicitly examine, the appropriate organizational culture, in particular an adhocracy type culture, is important to further knowledge management success. The literature supports that changing an organizational culture can be difficult; therefore, understanding the type of culture and how to achieve the desired culture is important to knowledge management programs. This is an area for fruitful future research. There is undoubtedly a widespread view among managers that knowledge has become central to the importance of an organization's success. The literature also showed that measuring the return on investment in a knowledge management effort is not an easy task. However, this study demonstrated that knowledge management programs are positively related to organizational benefits.

In this study the researchers addressed the current ambiguity about the concept of organizational culture and its moderating effect on the relationship between knowledge management and organizational benefits. This study attempted to shed some light on the question of organizational culture types that support or inhibit knowledge management. In today's dynamic business environment, organizations are shifting their focus. It is this shift from product to a service economy that is one of the "main drivers" for the examination of knowledge management programs. Based on this study, it is evident that although knowledge is not visible, it can be measured and managed.

The findings support a conclusion that as we move from an industrial era, to one of knowledge, responsibility is placed on managers to understand knowledge management systems. The study also makes clear that organizational culture should foster the concept that knowledge management is the tool to support an organization's strategic plan. The result of this research is one that can be utilized to create a culture that emphasizes that a process for sharing knowledge is important to the organization's success. It is evident that the evolution of knowledge management should incorporate technology solutions, content, process and people. Accordingly, it will be interesting to witness in future research the tools needed to identify future knowledge management efforts as a key competitive strategy. This paper has provided sufficient evidence that effective knowledge management is critical to the success of twenty first century organizations. Knowledge management is an effort to capture or tap an organization's experience and wisdom and to make them available and useful to everyone in the organization.

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APPENDIX A

Instrument for Measuring Organizational Culture and Knowledge Management

Demographic Questions

1. My Job Rank is
 1. Senior Management
 2. Middle Management (Supervisor, Administrator)
 3. Technical Staff
 4. Support Staff

2. My Department or Unit is
 1. Information Systems
 2. Finance
 3. Human Resource Management
 4. Customer Service
 5. Administration
 6. Other _____

3. Length of time in my present position is
 1. 0 – 1 year
 2. 2 – 3 years
 3. 4 – 6 years
 4. 7 + years

4. The number of persons reporting to me is
 1. 0
 2. 1 - 5
 3. 6 - 10
 4. 10 +

5. My Sex is
 1. Female
 2. Male

6. I am in the Age Group
 1. 30 and under
 2. 31 - 40
 3. 41 - 50
 4. 51 +

7. Education level I attained is
 1. High School Graduate
 2. Technical Training
 3. Undergraduate Degree
 4. Graduate Degree
 5. Other _____

8. Number of promotion I have received in the last 3 years is
 1. 0
 2. 1
 3. 2
 4. 3+

9. Amount of on the job training I have received in the last two years is
 1. 1
 2. 2
 3. 3
 4. 4 +

10. My organization has a Knowledge Management Program in place?
 1. Yes
 2. No
 3. Unsure

The Organizational Culture Assessment Instrument – Current

Scale:

- | | |
|--------------------------------|-------------|
| 1 - Strongly Agree | 2 - Agree |
| 3 - Neither agree nor disagree | 4 -Disagree |
| 5 - Strongly Disagree | |

1. Dominant Characteristics		1	2	3	4	5
A	My organization is a very personal place. It is like an extended family. People seem to share a lot of themselves					
B	My organization is a very dynamic and entrepreneurial place. People are willing to stick their necks out and take risks.					
C	My organization is very results oriented. A major concern is with getting the job done. People are very competitive and achievement oriented.					
D	My organization is a very controlled and structured place. Formal procedures generally govern what people do.					
2. Organizational Leadership		1	2	3	4	5
A	The leadership in my organization is generally considered to exemplify mentoring, facilitating or nurturing.					
B	The leadership in my organization is generally considered to exemplify entrepreneurship, innovating, or risk taking.					
C	The leadership in my organization is generally considered to exemplify a no-nonsense, aggressive, results-oriented focus.					
D	The leadership in my organization is generally considered to exemplify coordinating, organizing or smooth-running efficiency.					
3. Management of Employees		1	2	3	4	5
A	The management style in my organization is characterized by teamwork, consensus, and participation.					
B	The management style in my organization is characterized by individual risk-taking, innovation, freedom, and uniqueness.					
C	The management style in my organization is characterized by hard-driving competitiveness high demands, and achievement.					
D	The management style in my organization is characterized by security of employment, conformity, predictability, and stability in relationships.					
4. Organization Glue		1	2	3	4	5
A	The glue that holds my organization together is loyalty and mutual trust. Commitment to this organization runs high.					
B	The glue that holds my organization together is commitment to innovation and development. There is an emphasis on being the cutting edge.					
C	The glue that holds my organization together is the emphasis on achievement and goal accomplishment. Aggressive and winning are common themes.					
D	The glue that holds my organization together is formal rules and policies. Maintaining a smooth-running organization is important.					
5. Strategic Emphases		1	2	3	4	5
A	My organization emphasizes human development. High trust, openness, and participation persist.					
B	My organization emphasizes acquiring new resources and creating new challenges. Trying new things and prospecting for opportunities are valued.					
C	My organization emphasizes competitive actions and achievement. Hitting stretch targets and winning in the marketplace are dominant.					
D	My organization emphasizes permanence and stability. Efficiency, control and smooth operations are important.					
6. Criteria of Success		1	2	3	4	5
A	My organization defines success on the basis of the development of human resources, teamwork, employee commitment, and concern for people.					
B	My organization defines success on the basis of having the most unique or newest products. It is a product leader and innovator.					
C	My organization defines success on the basis of winning in the marketplace and outpacing the competition. Competitive market leadership is key.					
D	My organization defines success on the basis of efficiency. Dependable delivery, smooth scheduling, and low-cost production are critical.					

The Knowledge Management Assessment Instrument – Current

Scale:

- 1 - Strongly Agree
- 2 - Agree
- 3 - Neither agree nor disagree
- 4 - Disagree
- 5 - Strongly Disagree

1. Creating Knowledge		1	2	3	4	5
A	My organization has mechanisms for creating and acquiring knowledge from different sources such as employees, customers, business partners and competitors.					
B	My organization encourages and has processes for the exchange of ideas and knowledge between individuals and groups.					
C	My organization rewards employees for new ideas and knowledge.					
D	My organization has mechanisms for creating new knowledge from existing knowledge and uses lessons learnt and best practices from projects to improve successive projects.					
2. Capturing Knowledge		1	2	3	4	5
A	My organization responds to employees ideas and documents them for further development.					
B	My organization has mechanisms in place to absorb and transfer knowledge from employees, customers and business partners into the organization.					
C	My organization has mechanisms for converting knowledge into action plans and the design of new products and services.					
D	My organization has policies in place to allow employees to present new ideas and knowledge without fear and ridicule. The organization showcases new ideas from employees to other staff.					
3. Organizing Knowledge		1	2	3	4	5
A	My organization has a policy to review knowledge on a regular basis. Persons are specially tasked to keep knowledge current and up to date.					
B	My organization has mechanisms for filtering, cross listing and integrating different sources and types of knowledge.					
C	My organization gives feedback to employees on their ideas and knowledge.					
D	My organization has processes for applying knowledge learned from experiences and matches sources of knowledge to problems and challenges.					
4. Storing Knowledge		1	2	3	4	5
A	My organization utilizes databases, repositories and information technology applications to store knowledge for easy access by all employees					
B	My organization utilizes various written devices such as newsletter, manuals to store the knowledge they capture from employees.					
C	My organization has different publications to display the captured knowledge.					
D	My organization has mechanisms to patent and copyright new knowledge.					
5. Disseminating Knowledge		1	2	3	4	5
A	My organization has knowledge in the form that is readily accessible to employees who need it. (Intranets, internet, etc.)					
B	My organization sends out timely reports with appropriate information to employees, customers and other relevant organizations.					
C	My organization has libraries, resource center and other forums to display and disseminate knowledge.					
D	My organization has regular symposiums, lectures, conferences, and training sessions to share knowledge.					
6. Applying Knowledge		1	2	3	4	5
A	My organization has different methods for employees to further develop their knowledge and apply them to new situations.					
B	My organization has mechanisms to protect knowledge from inappropriate or illegal use inside and outside of the organization.					

C	My organization applies knowledge to critical competitive needs and quickly links sources of knowledge in problem solving.					
D	My organization has methods to analyze and critical evaluate knowledge to generate new patterns and knowledge for future use.					

Organizational Effectiveness

Scale:

- 1 - Strongly Agree
- 2 - Agree
- 3 - Neither agree nor disagree
- 4 - Disagree
- 5 - Strongly Disagree
- 6 - Do not know

Since instituting Knowledge Management initiatives:

1. My organization has created many new business opportunities.
1- 2- 3- 4- 5- 6-
2. My organization has adapted quickly to changes in the marketplace.
1- 2- 3- 4- 5- 6-
3. My organization is constantly re-adjusting or re-aligning goals and objectives to meet changes in the environment.
1- 2- 3- 4- 5- 6-
4. My organization is constantly using new knowledge to create new products and services to increase its competitive advantage.
1- 2- 3- 4- 5- 6-
5. My organization has seen a significant growth in the knowledge capacity of its employees.
1- 2- 3- 4- 5- 6-
6. My organization has seen significant growth and usage in knowledge resources (repositories, patents, publications).
1- 2- 3- 4- 5- 6-
7. My organization can attribute high return on investment to its knowledge management initiatives.
1- 2- 3- 4- 5- 6-
8. My organization has increased revenues from products and services that were inspired by new knowledge.
1- 2- 3- 4- 5- 6-