Devising a Knowledge Culture

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Abstracts

Purpose: The paper aims to explore the literature on culture facilitating knowledge management (KM) in an organisation. The paper deliberates on various attributes, components, framework and classification of culture that stimulates KM.

Design/methodology/approach: A systematic review of peer-reviewed journal articles has been carried out to understand the culture that fosters KM from Pro-Quest, Emerald and EBSCO host. Various attributes, components, framework and classification of culture have been extracted from the literature that impacts KM processes, knowledge assets, Knowledge conversion cycles and types of knowledge sharing.

Findings: The literature reveals a positive impact of cultural attributes, components of culture, various cultural frameworks and various classification of culture on KM processes, knowledge assets, knowledge conversion cycles and types of knowledge sharing.

Research implications: This paper is an output of extensive literature review studying all the attributes, components, framework and classification of culture that impacts KM. However, it would have been better to go for a precise study deliberating on a particular dimension of culture amongst framework, attributes or classification which impacts a specific KM dimension amongst KM processes, knowledge assets, KM conversion cycle and types of knowledge sharing. Also, a longitudinal study would have given long term data to understand how organisational culture would have influenced KM.

Research limitations: This paper is an output of extensive literature review studying all the attributes, components, framework and classification of culture that impacts KM. However, it would have been better to go for a precise study deliberating on a particular dimension of culture amongst framework, attributes or classification which impacts a specific KM dimension amongst KM processes, knowledge assets, KM conversion cycle and types of knowledge sharing. Also, a longitudinal study would have given long term data to understand how organisational culture would have influenced KM.

Originality/value: This paper contributes to knowledge culture literature by adding the fact that culture not only affects human resource activities but also plays a prominent role in KM.

Keywords: Knowledge Management, Organisational Culture, Knowledge Culture

1. INTRODUCTION:

In this era of continuous and rapid changes in the economy, competition is getting fierce where organisations fully utilise all the resources and assets to maximise the return on investments. But it is most difficult to exploit the intellectual capital; the resource which is embedded within individuals and groups of individuals in the form of knowledge. Knowledge is considered to be the most valuable asset of the company (Stankosky, 2005; Albors-Garrigos et al., 2010). The organisations struggling for sustainable competitive advantage should fully utilise their intellectual assets (Machua et al., 2012). Knowledge is the most relevant source of competitive advantage (Ramadani and Dana, 2016). The world economy is experiencing a transition as companies are now competing to provide value addition to customers, suppliers and employees. This change has led to a paradigm shift that signals a shift from the industrial era to the knowledge era (Charles Savage, 1996). Knowledge era is an era where products and services constitute more of intellect level then capital, material and labour. The agenda in KM era is to create an organisation with the culture and structure that can unlock the potential of the intellectual assets. The survival of organisations is entirely dependent on the capacity to unlock and exploit the intellect and creativity of its employees and its ability to further create knowledge. KM recognises intellectual capital as the most treasured resource. The intellectual capital is aggregate and integral of knowledge, tacit or explicit of everyone in the organisation.

Information technology plays an important role in KM but is facilitated by the culture in the organisation. Information and communication technology open avenues for innovation and experimentation (Gupta and Jain, 2017). As technology helps in gathering, analysing and disseminating information; humans can use, exploit and implement it for betterment. The state of art technology will not guarantee organisational competencies as there is no correlation between investment in technology and business performance. Information technology should enable the culture by being an integral part and utilising creative and innovative strength of human resource. Expert systems contribute to knowledge culture as it captures the tacit knowledge of experts for sharing and reuse. Although KM is not limited only to tapping the expertise of intellects in expert systems or building databases it involves creating a framework and structure for communication, sharing and transfer of knowledge. In knowledge sharing, culture programmable information systems play a vital role (Banks, 1999). The tasks which are routine and repetitive in nature can be delegated to the information systems and the people can utilise their time in value addition by performing analytical and interpretative tasks. Simple technologies like e-mail and video conferencing are allowing individuals to share their knowledge. The major outcome of the dependence of KM on organisational culture is the creation of knowledge culture. This dependence is studied through the extensive literature survey.

The structure of this paper is as follows: In the first section, we have analysed the literature pertinent to KM and organisational culture. The next section deliberates on research methodology for the paper. In the third section, the linkage between KM and organisational culture is established through pieces of evidence from the literature itself. The fourth section

proposes a conceptual model integrating organisational culture with KM. Finally, we have concluded with some reflections and lessons extracted from the literature.

2. LITERATURE REVIEW

2.1 Organisational Culture

Culture is referred to as a composite entity of values, beliefs, ethics, conduct and behavioural models (HO, 2009). Culture results from the continuous negotiations about values, beliefs and conduct among the members of the organisations (Douglas, 1985; Barney, 1986). In the organisations which are categorised as knowledge-driven organisations, it is the value system that drives what knower views, understands and interprets from his observations (King, 2008; Machua et al., 2012). The power of knowledge for perceiving, organising, interpreting and learning is more attributed to the values than data, information and analytical ability (Mas et al., 2004).

The culture rests on value pillars of storytelling, trust, continuity, loyalty, top management support and reward (Zamantili et al., 2008). The storytelling refers to retelling stories about the founding years and hardship of the company. The storytelling is an effective tool to teach management values, establish principles and generate beliefs (Edwards et al., 1994; Zamantili Nayir et al., 2008). Continuity refers to the lifetime employment of employees and promotion within the company. Continuity of employment results in people cooperating and coordinating with each other as they understand and know each other well. Loyalty refers to emotional commitment which can be achieved by investing in employees training, seminars, life workshops giving lessons on life, marriage, relationships, child upbringing (Zamantili Nayir et al., 2008). Trust and openness are values that promote KM behaviour (Van Krogh, 1998; Lee et al., 2006). The trust should be visible in employee's relations (O'Dell et al., 2001). Top management support and commitment encourages knowledge acquisition, sharing and utilisation (Smith and Mckeen, 2003). The organisations reward and incentive scheme increase the effectiveness of knowledge flow in organisation (Leonard, 1995; Alavi et al.,2006).

There are five dimensions of organisational culture given by "The Great Place to Work Institute" (GPTW). The survey conducted by GPTW provides a baseline to evaluate various elements of organisational culture. The GPTW survey categorises cultural attributes into five dimensions: respect, fairness, credibility, pride and camaraderie. Respect, fairness and credibility collectively form the Trust Index (GPTW, 2011). The GPTW survey is developed with the intention that great place to work is environment and surrounding where employees trust the people they work for, have pride in what they do and enjoy the people they work with.

2.1.1 Classification of organisational culture

Organisational culture like a human being is unique, complex and elusive. Understanding culture involves assessing the difference between the formal and informal rules, way of

carrying out the tasks. There is a diverse classification of cultures on a different basis. One of the classifications constitutes entrepreneurial culture, task-goal-accomplished culture and smooth-running culture (Wallach, 1983; Cameron, 1985; Ogbonna and Harris, 2000). An entrepreneurial culture is attributed to flexibility and innovation. People who are a risk taker and ambitious thrive in these organisations. Tasks-goal-accomplished cultures are well suited for production-oriented firms. This type of culture emphasises achievement and competitive actions. The smooth-running culture is based on control and power. This type of culture can be characterised as bureaucratic, power-oriented, regulated, structured, procedural and hierarchical.

There are four types of organisational culture depicted by Chang and Lin's (2007) which have been derived from Quinn's competing value model (1988). These cultures are cooperativeness culture, innovativeness culture, consistency culture and effectiveness culture. Cooperativeness culture is characterised by internal orientation and flexibility (Chang and Lin, 2007). The innovativeness culture is characterised by external orientation and flexibility (Cameron and Quinn, 1999). The consistency culture is characterised by internal orientation and control. Effectiveness culture is characterised by environmental orientation and control (Cameron and Quinn, 1999).

Based on Hofstede et al. (1990) behavioural perspective, there are five types of culture: result versus process-oriented culture, tightly controlled versus loosely controlled culture, job-oriented versus employee-oriented culture, closed system versus open system culture, professional versus parochial culture. Process-oriented culture constitutes of individuals who are risk averse and result-oriented culture constitute of individuals who are risk taker (Hofstede et al., 1990; Kayworth and Leidner, 2003; Wei, 2005; Ajmal and Koskinen, 2008). The loosely controlled organisation constitutes of negligible written or verbal codes of behaviour and tightly controlled organisations have strict written and unwritten policies (Hofstede et al., 1990; Ajmal and Koskinen, 2008; Shih and Huang, 2010). Job oriented culture emphasises on concern for getting the task done and employee-oriented culture emphasises on concern for people (Hofstede et al., 1990; Eskerdo and Skriver, 2007; Ajmal and Koskinen, 2008, Woodman and Zade, 2011). Open system culture provides the environment for clear communication channels whereas closed system culture is secretive in nature. The professional culture refers to those units where people are loyal to their profession and parochial culture refers to those units where people remain loyal to their organisation.

Quinn and Spreitzer (1991) conceptualised organisational culture into four typologies-development culture, group culture, hierarchical culture and rational culture. The development culture emphasises on flexibility and external environment. The development culture is characterised by resource acquisition, creativity and growth. The group culture emphasises on flexibility and internal environment. The group culture is characterised by trust, belongingness and participation. The hierarchical culture emphasises on stability and internal environment. This culture is characterised by uniformity and efficiency. The rational culture emphasises on stability and external environment. This culture is characterised by productivity and achievement. The four cultures can coexist within the same organisation. It

is also noted that a high rating on one culture may not exclude a high rating on other culture (Dension and Spreitzer, 2001; Iivari and Huisman, 2007; Cameron and Quinn, 2011).

2.1.2 Competing value framework of organisational culture

The competing value framework was research based on identifying indicators of organisational effectiveness (Quinn and Rohrbaugh, 1983). The four culture types in competing for value framework are termed as a clan, adhocracy, market and hierarchy culture (Quinn and Rohrbaugh, 2006 and Yu and Wu, 2009). The clan refers to human relation perspective and is characterised by flexibility, collabouration, teamwork, empowerment, interpersonal relationships, information sharing, participative decision making. The adhocracy culture refers to an open system perspective and is characterised by innovation, creativity, flexibility, articulating the future vision, entrepreneurship, growth, adaptation and transformational change (Yu and Wu, 2009). The market culture refers to rational goal perspective and is characterised by competitiveness, decisiveness, goal clarity, goal achievement, driving through barriers, efficiency and control. The hierarchy culture refers to internal process perspective and is characterised by routine work processes, structuring, documentation, evaluation, measurement, centralisation, control, continuity and efficiency.

2.1.3 Corporate Culture

Culture tends to create loyalty and motivation in employees with high potential; which leads to knowledge sharing in organisation (Bresman et al. 1999; Kotter and Heskett, 1992). The organisation should develop a knowledge-creating culture before adopting KM strategy (Sivan, 1999). According to McDermott and O'Dell (2001), corporate culture does not only reflect mission and values but also reflects employee's behaviour and their expectations. There are four orientations in corporate culture which includes power, role, achievement and support (Harrison, 1990). In power culture, all power and authority reside with the boss and employees get motivated through a carrot and stick approach of motivation and their willingness to be associated with a powerful leader. In role culture, there are clearly defined rules, regulations and expectations rather than direct supervision and continuous monitoring. In achievement culture employees are trusted and given freedom by the management to take decisions. Support culture is characterised by employees looking for mutual respect, trust, and support and deriving satisfaction from relationship.

2.1.4 Culture at different levels

Culture is defined as a collective phenomenon as it is shared with the individuals who have lived within the same socio-cultural environment where it was learned (Hofstede, 1980). The culture is present at different levels: national culture, organisation culture and professional culture (Schein, 2004; Trompenaars, 1998). The culture at each level is a multidimensional embracing sense of belongingness, achievement, sense of security and self-esteem (Kahle et al., 1988). The organisational culture is determined by various factors which include history, ownership, leadership, the technology employed, size, market and type of business activity. Organisational culture reflects universally held assumptions about the organisation. A

professional culture is developed when a group of likeminded professionals is employed. The professional culture is a subculture which co-exists with primary organisational culture. This can be best understood as interlocking "nested subcultures" (Martin and Siehl, 1983).Culture propagates through various institutions or parts of society which includes family, school, community and workplace. The years spent with family and school shapes the underlying values that make national culture. To establish harmony among different levels of culture, an organisation requires strong directional culture for the synthesis of all culture in an attempt to unify various levels or layers of cultures (Ajmal and Koskinen, 2008).

2.1.5 Cultural dimensions

Culture has a significant impact on knowledge creation as it impacts interaction, knowledge exchange and perceived value of members (Tseng, 2010). Pillania (2006) mentioned that culture about an organisation is the main reason behind the failure of KM and is also crucial for the success of KM. To gather deep insight into the culture, Hofstede (1980) identified five major dimensions of culture; individualism-collectivism, uncertainty avoidance, power distance, masculinity-femininity, time horizon (Hofstede, 2001). Individualism refers to the state where individual interests are considered as more superior to group interests. Whereas Collectivism refers to the state where the group's interest takes precedence over individual interest and desires (Wagner, 1995). Individualism is attributed to independence and collectivism is attributed to interdependence (Chen et al., 1998; Wuyts and Geyskens, 2005). Uncertainty avoidance refers to the state where a member of a particular culture feels threatened and tries to avoid uncertain situations (Hofstede, 2001). Power distance is that dimension of culture which focuses on power and authority distribution in a culture. (Hofstede, 1980). It is the tolerance from low to high for power disparity in the society. Masculinity- femininity refers to the distinction between emotional gender roles. Time horizon refers to the goal orientation of an individual as short term or long term based on period. The long-term orientation is dynamic and future-oriented with values such as ordered relationship by status and perseverance (Hamilton and Dana, 2008). The short-term orientation is past-oriented and traditional in nature with values such as personal stability (Hamilton and Dana, 2008).

2.1.6 Multi-level attributes of organisational culture

The organisational culture is assessed as a multi-level construct comprising artefacts, espoused beliefs and values and underlying assumptions (Said Abdullah Al Saifi, 2014). Artefacts refer to a visible expression of a culture which constitutes organisational aspects like structure, practices, processes, technology, language and dress code (Barrios, 2013). This is the initial level attribute which depicts what individuals in an organisation are doing but do not explain the reason behind it (Boggs, 2002). The reason behind any Artefacts is espoused beliefs and values (Schein, 2004). The espoused values and beliefs are not visible to workers. These values constitute creativity, problem-solving and working with others (Hibbard, 1998; White, 1998). These beliefs and values do not depict identical behaviour and working style on every occasion (McDermott and O'Dell, 2001). Thus, to comprehend close examination of basic underlying assumption is needed. The underlying assumptions are unconscious in

nature and do not change easily and frequently (Schein, 1990). The underlying assumptions constitute perceptions, thoughts and feelings.

2.2 KM

Knowledge is referred to as information residing with the individuals (Alaviand Leidner, 2001). Knowledge can also be defined as the high-value form of information available with the individual that can be immediately applied to take decisions and actions (Davenport and Prusak, 2000). KM is managing of organisation's knowledge both explicit and tacit for value creation and meeting operational and strategic objectives. KM constitutes of initiatives, systems and strategies to create, maintain, upgrade, store, transfer and disseminate knowledge source Nonaka and Konno, 1998). Organisations are busy creating a tremendous amount of data and information for pursuing routine activities. This routine business information is needed to be managed to augment its value and for its reuse to solve new problems.

2.2.1 KM Process

KM process is defined as a sequence of stages involved in capturing, storing, sharing and applying knowledge (Chang et al., 2015). KM is the process of generating, representing, storing, sharing, transforming, applying and embedding organisation's knowledge (Massey and Montoya-Weiss, 2006).

There are four constituents in the KM process: knowledge creation, knowledge storage, knowledge transfer and knowledge application (Kayworth and Leidener, 2003; Chang and Lin, 2015). Knowledge creation is developing new content or modifying existing content and replacing it with organisations tacit and explicit knowledge. Knowledge can be created from operational systems, local abilities and know-how that are essential for carrying out routine tasks and solving routine problems (Ramadani and Dana, 2016). Knowledge can be created, transferred, amplified and enlarged through an individual's cognitive process (Ajmal and Koskinen, 2008). Knowledge acquired by individuals and group of individuals can be stored in an explicit and tacit form (Heisig, 2009). Knowledge transfer is the dissemination of knowledge to various locations where it is needed and is to be applied (Pirkkalainen and Pawlowski, 2013). Knowledge application is the actualisation of knowledge to settle down novel problems, to provide strategic directions and to offer optimised utilisation of resources (Newell et al. 2004).

2.2.2 Explicit and tacit knowledge sharing

Knowledge resides with individuals, knowledge sharing depends on the willingness of the individual to share the knowledge that they acquired or created (Kuo et al., 2014). Knowledge can be classified as explicit and tacit knowledge. And on similar basis knowledge sharing can be classified. Explicit knowledge is formal, systematic and tangible in nature. This form of knowledge can be articulated easily. The explicit knowledge sharing can be done easily through documented books, manuals constituting text, images, graph etc. Although sharing depends on the willingness of the knowledge owner. Tacit knowledge is

highly personal as they are present in the form of views, ideas, experience. Tacit knowledge sharing is difficult in comparison to explicit knowledge as it is difficult to verbalise and communicate because it is present in the form of evaluations, viewpoint and motivation.

There are two processes of knowledge sharing: Knowledge donation and knowledge collection (Van den Hooff and Van Weenen, 2004). Knowledge donation refers to sharing and transferring of intellectual capital by the individual willingly. And knowledge collection refers to persuading an individual to share his knowledge.

Many stakeholders in the firm are involved in knowledge sharing (Guadamillas and Mario j., 2011). The various stakeholders to a firm who are involved in knowledge exchange constitute customers, suppliers, employees, shareholders. The knowledge exchange with customers in the form of feedback can provide the company with ad-hoc solutions to their problems. The organisations should make an effort to gather knowledge about customers need and should develop extranets for this exchange. There should be a knowledge exchange to advance supply chain management. The firms should reward employees with incentives to motivate them for sharing their tacit knowledge. Also, there should be transparency in exchange of knowledge with shareholders as a commitment.

2.2.3   Knowledge Assets

Knowledge assets are very are critical for knowledge-creating processes as they are inputs, outputs and moderating factors for these knowledge-creating processes (Rai,2011). The knowledge assets are categorised as experiential, conceptual, systematic and routine (Nonaka et al. 2000). The experiential knowledge asset constitutes of shared tacit knowledge amongst the member of organisation and other stakeholders. Conceptual knowledge asset constitutes of explicit knowledge that is tangible and can be documented and expressed through images, symbols and languages. Systemic knowledge asset constitutes of systematised packages of knowledge like product specification, manuals, documented information about customer and suppliers. Routine knowledge asset constitutes of tacit knowledge that can be found in routine activities and practices of employees. This asset is embedded in day to day operations carried out in organisation.

2.2.4 Knowledge conversion: The SECI process

The knowledge creation in an organisation is carried through interactions between explicit and tacit knowledge. The interaction that is carried out between these two forms of knowledge is referred to as knowledge conversion (Nonaka and Takeuchi, 1995). The SECI process refers to socialisation, externalisation, combination and internalisation of knowledge (Nonaka et al., 2000). The socialisation mode of knowledge conversion refers to the sharing of tacit knowledge where individual share experiences with each other. The externalisation mode of knowledge conversion refers to documentation of tacit knowledge held by customers or experts into explicit and tangible form. The combination mode of knowledge conversion refers to articulating, sharing and reconfiguring of existing explicit knowledge into the new understandable form of explicit knowledge. The internalisation mode refers to the process where explicit knowledge is internalised through self-understanding and interpretation of knowledge into tacit knowledge.

2.2.5 Ba: Shared context in motion for knowledge creation

"Ba" is the key to knowledge creation, generation and regeneration as it moves along the knowledge spiral and also provides a place to perform individual conversions (Nonaka and Konno, 1998). Ba is classified into four types: originating, dialoguing, systemising and exercising (Nonaka et al., 2000). Originating Ba offers a place where individuals socialise face to face and share their experiences, feelings and emotions. This is important in sharing tacit knowledge. Dialoguing Ba offers a place for externalisation. The face to face interactions are shared and the knowledge gathered is converted into concepts and are documented at a later stage. Systemising Ba offers a place for a combination where explicit knowledge can be disseminated at a larger scale through online modes and groupware technologies. Exercising Ba offers a place for internalisation. The explicit knowledge is communicated through written manuals and is then embedded in individuals based on their understanding.

3. RESEARCH APPROACH

To study the impact of organisational culture on KM, required data is gathered from the literature. This study has performed a detailed analysis of literature and articles to develop a deeper understanding of the concepts. Data for this research was gathered until April 2019 through a series of searches through extant literature. Research papers concerning Organisational culture, KM and knowledge culture were accessed utilising social sciences databases. The databases used for research are Emerald, ProQuest Central, Business source complete (EBSCO).

The searches were conducted using these keywords: KM, organisational culture, knowledge culture, organisational culture, KM, knowledge sharing and knowledge sharing culture. These searches were repeated using the above-mentioned search strings in these databases. A systematic literature review was carried and a selection criterion for papers was well specified. The research papers selected for the study used the term: knowledge culture or knowledge sharing or KM and/or organisational culture in their title. Moreover, references for all research papers selected were scanned to identify relevant research on the topic. All research papers were analysed from the perspective of the theme of the study. This is followed by the abstract scanning of all the papers. If the abstract didn't match the theme of the study, they were excluded from further study. This has led to 473 papers. Next step was a detailed examination of papers. After the thorough examination, 91 papers were finalised and were further analysed and summarised. After conducting this process, various components of organisational culture and KM were identified (Refer table 1).

4. CULTURE: LINKING ORGANISATION CULTURE AND KM

Knowledge culture refers to making knowledge sharing as the norm in organisation (Gurteen, 1999). The leading-edge firms practice collective sharing of knowledge and collective decision making for success (Dana et al., 2005). The factors contributing towards the success of knowledge sharing are rewards, recognition and appreciation for knowledge sharing (Al-Alawi et al., 2007). The individual does not offer knowledge for free, there is trading expect

in which employee expects pecuniary and non-pecuniary components which include rewards, incentives, recognition and appreciation. The ability to learn and relearn, willingness to share tacit knowledge, accepting change, flexibility, creativity, motivation and tolerance to mistakes are attributes of knowledge culture that stimulate knowledge sharing and creation in an organisation. The effective KM practices combined with unique corporate culture enables a company to have a long-lasting KM culture (Zamantili Nayir et al., 2008). Researchers have focused on exploring the culture that promotes KM implementation in an organisation (Jennex and Olfman, 2006; King, 2007; Suppiah and Sandhu 2010).

Motivation is the key driver for KM as it is a necessity for KM initiatives and is required throughout the KM implementation (Malhotra and Galletta, 2003; Fernandes, 2007). All the members of the organisations should be highly motivated to carry out and implement KM (Sedziuviene, 2009). There is a significant relationship between motivation and knowledge creation (Nirwan, 2015). It has been identified that sharing of information, team-oriented work and cohesive groups are essentials for successful implementation of KM (Park 2005). The knowledge sharing and KM success depend on organisational culture which encompasses components like trust, freely sharing of information, working closely with others and making friends at workplace. These four components together are known as organisational culture profile (Heejun Park et al., 2004).

Culture is most important in achieving the success of KM initiatives. The values identified as trust, transparency, flexibility, collabouration, commitment, honesty and professionalism have a positive impact on the success of KM implementation leading to innovation, employee satisfaction, enhanced quality, productivity and capability (Machua, 2011). These values result in a knowledge friendly culture. The high level of trust encourages knowledge sharing. Sharing values and mission with employees create a sense of belongingness leading to collabouration of employees for knowledge creation and sharing. The company high in values like trust and collabouration lead to sharing of expertise and insights with each other (De Long and Fahey, 2002). The personal commitment is important for sharing knowledge within organisation (Malhotra and Galletta, 2003). The commitment to work and organisation ensures sharing and usage of knowledge. To carry out day to day activities, employees require autonomy and flexibility which further leads to knowledge creation. The organisation that is transparent in communication and exchange of documents and information creates a culture of knowledge sharing. The professionalism is reflected from the level of customer satisfaction. The satisfied customers give feedback for the advancement of products and services leading to knowledge creation.

The cultural attributes including openness to change, innovation, trust, teamwork, morale, information flow, employee involvement, customer service and reward orientation have an impact on knowledge exchange process (Al-Adaileh and Al-Atawi, 2010). The openness to change refers to out of box thinking (Davenport and Prusak, 1998; Stankosky, 2005). Innovation refers to creating novel products and extraordinary solutions leading to competitive advantage. The new class of companies with a continuous drive for innovation is emerging (Sinha et. al, 2009). In team working employees are willing to learn from each other which results in knowledge sharing (Sheng et al., 2004; Schein, 2004). Morale is the

cultural attribute which refers to the extent to which employees feels motivated to be productive and efficient (Schein, 2004; Senge, 1990). Information flow refers to open communication and smooth flow helping in knowledge exchange (Sheng et al., 2004). Involvement refers to employee participation in decision making (Glaser and Associated Inc., 2008). The customer orientation refers to continuously improving service to customer group (Glaser and Associated Inc., 2008). Customer orientation helps organisations to improve their product and services leading to knowledge creation and its application. The KM practices have a positive impact on organisational performance in terms of customer service perspective (Gupta and Chopra, 2018). Trust represents the culture in which people trust each other (Stankosky, 2005; Figallo, 2002; Cohen and Prusak, 2001). Rewards encourage knowledge-sharing culture in organisations (Davenport and Prusak, 2000).

The orientation of human resource management also contributes to the culture of an organisation. The way various functions of human resource are carried out shapes the culture of organisation. The five areas of human resource which includes training, decision making, performance appraisal, compensation and reward impacts KM processes; encouraging knowledge creation, knowledge sharing, knowledge storage and knowledge application (Salleh Yahya and Wee-Keat Goh,2002). The people are the main drivers of KM (Civi, 2000; Gooijer, 2000; Robertson and Hammersley, 2000; Soliman and Spooner, 2000). KM has been evolved from human resource management using information technology as a medium for interactions and collabouration (Salleh Yahya and Wee-Keat Goh, 2002). The main task of human resource management is to monitor and measure knowledge creation, knowledge storage, knowledge dissemination and knowledge application (Clarke and Staunton, 1989; Armstrong, 2000; Garavan et al., 2000; Soliman and Spooner, 2000).

The KM enablers play an important role in carrying out KM activities (Hsieh et al., 2002; Bose, 2004; Rowley, 2004). The KM enabler refers to key factors for achieving effective execution of KM in the organisation. The KM enablers constitute of strategy and leadership, organisational culture, people and information technology. The strategy and leadership constitute top management support; organisational cultural constitutes culture of sharing; people enablers constitute training and incentives; information technology constitutes digitisation of documents and speedy search of information (Chase, 1997; Demarest, 1997; Davenport et al., 1998; Plan and Scarbrough, 1998, Von Krogh, 1998; Hendriks, 1999; Liebowitz, 1999;Holsapple and Joshi, 2000; Martensson, 2000; Smith et al., 2001; Alavi and Leidner, 2001; Gold et al., 2001; Lee and Hong, 2002; Hedelin and Allwood, 2002; Bose, 2004; Wong, 2005; Yeh et al., 2006).

4.1 Organisational cultures and KM process

There are diverse classifications of organisational culture. One of the significant classifications of organisational culture constitutes result-oriented culture versus process-oriented culture, tightly-controlled culture versus loosely-controlled culture, job-oriented culture versus employee-oriented culture, closed-system versus open-system and professional-oriented culture versus parochial-culture. The research carried out by Ling-hsing and Lin in 2015 has provided very useful insights on the impact of diverse culture on KM processes. The process-oriented culture encourages knowledge storage (Markus et al., 2002).

The result-oriented culture encourages sharing of knowledge, favours knowledge transfer and knowledge application practices (Schein, 2000; Jarvenpaa and Staples, 2000; Bhatt, 2001; Kayworth and Leidner, 2003; Wasko and Faraj, 2005; Wei, 2005; Alavi et al., 2006 Ajmal and Koskinen, 2008). Tightly-controlled organisations facilitate knowledge storage whereas loosely controlled culture introduces knowledge creation strategies (Brockman and Morgan, 2003; Kayworth and Leidner, 2003; Norman, 2004, jacks et al., 2012). In job-oriented culture, individuals are willing to share their knowledge with colleagues to create new knowledge and to store this knowledge for the organisations (Woodman and Zade, 2011). Employee-oriented culture facilitates knowledge transfer as they are concerned for employees (Hofstede et al., 1990; Wasko and Faraj, 2005, Eskerod and Skriver, 2007; Ajmal and Koskinen, 2008). Open-system culture facilitates knowledge application as it encourages communication and interactions between knowledge contributors and receivers. Closed-system culture hurts absorption and application of knowledge as it resists and discourages communication with outsiders (Kayworth and Leidner, 2003; Alavi et al., 2006). Parochial-culture facilitates knowledge transfer as employees believe it is for the betterment of the company and gets rewarded for the same (Janz and Prasarnphanich, 2003).

The research carried out by Li and Lee in 2007 studied the impact of entrepreneurial culture, tasks-goal-accomplished culture and smooth-running culture on KM processes. The knowledge developing, sharing, coordinating, recycling takes place in entrepreneurial culture as they allow and encourage employees to be driving, enterprising, risk-taking and creative. Task-goal-accomplished culture negatively affects knowledge process as in this type of cultural knowledge is regarded as power. Smooth-running culture also negatively affect knowledge activities as they have bureaucratic setup based on control and power where there is no space for flexibility, creativity and open communication.

The research carried by Akhavan et al., in 2014 studied the impact of cooperativeness culture, innovativeness culture, consistency culture and effectiveness culture on KM activities. The cooperativeness and innovativeness culture creates an atmosphere where the human resource has peer learning through knowledge creation and knowledge exchange. On the other side, consistency-culture harms knowledge creation and knowledge sharing. Effectiveness culture has a neutral impact on KM.

4.2 Competing value framework of organisational culture and SECI model:

here is a linkage observed between competing value framework of organisational culture (which constitutes clan-culture, adhocracy-culture, market-culture and hierarchical-culture) and SECI model of knowledge conversion (Rai, 2011). Clan-culture in an organisation focuses on knowledge creation and conversion occurs through socialisation mode. Organisations with an adhocracy-culture focus on knowledge creation and conversion occur through externalisation mode. An organisation with market-culture focuses on knowledge creation and conversion occurs through externalisation mode. Organisations with a hierarchical-culture focus on knowledge creation and conversion occur through internalisation mode. The organisations which adapt through four modes of SECI framework have more effective KM systems.

4.3 Organisational culture and knowledge sharing

The empirical research carried out by Shao et. al. (2015) to study the impact mechanism of organisational culture on explicit and tacit knowledge sharing behaviour has provided important insights. There is explicit knowledge sharing in hierarchical culture as the employees at various levels send and receive data in the form of manuals and documents (Jones et al., 2006). The group-culture facilitates tacit knowledge sharing as this particular culture emphasises on strong human relations, affiliations and internal organisation (Liu et al. 2011). The development-culture is directly related to knowledge creation as it emphasises flexibility, change and external environment (Quinn and Spreitzer, 1991; Nonaka and Von, 2009). Rational-culture is positively related with explicit as well as tacit knowledge sharing (Shao et al. 2015).

4.4 Corporate Culture and KM

The research by Sabri (2005) established a relationship between corporate culture and KM. The power and role-oriented culture do not lead to knowledge sharing as it reflects bureaucratic organisations that work on tasks which are simple and routine in nature. These cultures avoid KM as they are centrally coordinated and have limited information processing capability and managers are isolated and have more of political orientation. The achievement and support culture facilitate knowledge creation in an organisation. These types of corporate culture indulge knowledge sharing and transfer as they are open, highly participative, risk-taking, outward-oriented, creative and innovative.

4.5 Cultural Dimension and KM:

The impact of cultural dimensions on KM studied by Wong et. al. (2011) has a great contribution to the field of research linking organisational culture and KM. The collectivism has a positive effect on knowledge creation as it facilitates cooperation and teamwork (Wagner, 1995; Chen et al., 1998). The impact of uncertainty avoidance on knowledge creation is negative. Organisations that are high in uncertainty avoidance do not pursue new knowledge creation (Bochner and Hesketh, 1994) and organisations that are low in uncertainty avoidance take risks and accept challenges to pursue new knowledge creation (Cakar and Erturk, 2010). Power distance hurts knowledge creation. High power distance organisation has a strong control mechanism on individual inhibiting knowledge creation (Shane, 1995). Low power organisations participate in knowledge sharing and exchange as knowledge is easier to diffuse as members feel comfortable in interactions with others.

The research by Remy Magnier-Watanabe et.al (2010) has also studied the impact of cultural dimensions on KM. High power-distance societies focus on knowledge acquisition because of power disparity. Individualistic societies focus on knowledge storage (Nahapiet and Ghoshal, 1998; Smith et al., 2005). Masculine societies encourage knowledge diffusion and high uncertainty avoidance society focus on exploitative knowledge application.

Table 1: KM Culture: Linking Organisational culture and KM

S.No	Organizational culture	Knowledge Management	Literature Support

1	Flexible Adaptable Creativity Innovation	Knowledge sharing	Eric Banks(1999)
2	Innovation	Knowledge processes	Darroch, J. and McNaughton (2002)
3	**Human Resource Management** Training Decision making Performance appraisal Compensation and reward	Knowledge acquisition Knowledge documentation Knowledge transfer Knowledge creation Knowledge application	Salleh Yahya and Wee-Keat Goh (2002)
4	**Organisational Culture Profile** Trust Sharing information freely Working closely with others Developing friends at work	Knowledge sharing KM technology implementation success	Heejun Park,Vncent Ribiere and D. Schulte Jr (2004)
5	Collabourative culture	Knowledge management	Susana Perez Lopez, Jose Manuel Montes Peon and Ordas (2004)
6	Power culture Role culture Achievement Support culture	Knowledge management	Hala Sabri (2005)
7	**Cultural enablers for KM** Organisational culture (atmosphere and culture of sharing) People (training course, employee incentive program) Information technology Strategy & leadership (obtaining top management support)	Knowledge management	Ying-Jung Yeh, Sun-Quae Lai and Chin-Tsang Ho (2006)
8	Entrepreneurial culture Task-goal-accomplish culture	Transferring Diffusing Storing	Ming-Fong Lai and Gwo-Guang Lee (2007)

	Smooth-running culture	Innovating	
9	Motivation	Knowledge management Knowledge asset	Adji Achmad Rinaldo Fernandes and Haris Maupa (2007)
10	Business transaction theory Motivators Rewards	Knowledge sharing Knowledge creation	Franz Barachini (2009)
11	Story telling Continuity Loyalty Trust Top management support Reward structure of organisation	Knowledge acquisition Knowledge sharing Knowledge utilisation	Dilek Zamantili Nayir and Ulku Uzuncarsili(2008)
12	Innovativeness Customer service	Information technology support KM culture	Ching-Chiao Yang, Peter B. Marlow, Chin-Shan Lu (2009)
13	National culture Organisational culture Professional culture	Knowledge management	Mian M. Ajmal, Tauno Kekale and Josu Takala (2009)
14	**National culture** High power distance Individualism Masculinity High uncertainty avoidance	Knowledge acquisition Knowledge storage Knowledge diffusion Knowledge application	Remy Magnier-Watanabe and Dai Senoo(2009)
15	Clan culture Adhocracy culture Hierarchy culture	Knowledge Conversion Socialisation Externalisation Combination Internalisation	Shu-Mei Tseng (2009)
16	Clan culture Adhocracy culture Hierarchy culture Market culture	Tacit knowledge sharing behaviour Organisational communication Personal interactions Mentoring Willingness to share knowledge freely	Visvalingam Suppiah and Manjit Singh Sandhu (2010)

17	Trust Collabouration Learn	Socialisation Externalisation Internalisation Combination	Honolulu Hawaii (2011)
18	Innovation Ethical leadership Legitimacy	Knowledge exchange with stakeholders Knowledge creation KM strategy	Fatima Guadamillas-Gomez and Mario J. Donate-Manznares (2011)
19	Openness to change Innovation Trust Teamwork Morale Information flow Employee involvement Customer service Reward orientation	Knowledge exchange	Raid. M. Al-Adaileh and Muawad S. Al-Atawi (2011)
20	**Competing value framework** Clan culture Adhocracy culture Market culture Hierarchical culture	**SECI process** Socialisation Externalisation Combination Internalisation **Ba** Originating Dialoguing Systemising Exercising **Knowledge assets** Experiential Conceptual Systematic Routine	Rajnish Kumar Rai (2011)
21	Organisational culture	KM practices	Hai Nam Nguyen and Sherif Mohamed (2011)
22	Collectivism Uncertainness Avoidance Power distance	Knowledge creation capability	Dong Wang, Zhongfeng Su and Dongtao Yang (2011)

23	Hierarchy culture	**Knowledge conversion** Socialisation Externalisation Combination Internalisation **KM processes** KM strategy KM plan KM plan implementation	Shu-Mei Tdseng (2011)
24	Creativity Innovation Strategic flexibility	Knowledge processes	Kianto,A. (2011)
25	**Great place to work** Credibility Respect Fairness Pride Camaraderie	Knowledge processes	Herbert A. Nold III (2012)
26	**Strategies** Organisation structure Education and training Reward and incentives Open communication Worker involvement Worker flexibility	Knowledge accumulation Knowledge sharing Knowledge utilisation	Sachin K. Patil and Ravi Kant (2012)
27	Trust Transparency Flexibility Collabouration Commitment Honesty Professionalism	KM initiatives	Marta Mas Machua and Carme Martinez Costa (2012)
28	Adhocracy culture Clan culture	Knowledge sharing Knowledge dissemination Knowledge donation Knowledge collection	Lu Trong Tuan (2012)
29	Innovativeness culture Cooperativeness culture Consistency culture	**Knowledge management** Generate &	Peyman Akhavan, Mohamad Ebrahim Sanjaghi, Jalai Rezaeenour, Hamed Ojaghi

	Effectiveness culture	Acquisition Organising & saving Dissemination & sharing Application	(2014)
30	Hierarchical Culture Rational Culture Group Culture Development Culture	**Knowledge Sharing** Explicit Knowledge sharing Tacit Knowledge sharing	Zhen Shao, Tienan Wang and Yuqiang Feng (2015)
31	Result oriented culture Tightly controlled culture Job oriented culture Closed system culture Professional oriented culture	Knowledge creation Knowledge storage Knowledge transfer Knowledge application	Christina Ling-hsing Chang and Tung-Ching Lin (2015)
32	Artefacts Espoused beliefs and values Underlying assumptions	Knowledge creation Knowledge sharing Knowledge application	Said Abdullah Al Saifi (2015)
33	Innovation Level of trust Culture that value knowledge sharing Sharing of knowledge by experienced employees Effective values system and culture intended to promote knowledge sharing Publicly recognising people for their contribution to KM Tolerance for mistakes	Knowledge management	Neena Sinha, N.K. Kakkar and Vikas Gupta (2015)
34	Culture change	Knowledge sharing	Alison Corfield Rob Paton (2016)
35	**Organisational culture** Communication Leadership Motivation & reward Trust Organisational structure	Knowledge sharing	Dr. Santosh Areekkuzhiyil(2016)
36	Corporate culture	Knowledge sharing	Buckova Jarosalva(2017)

37	Continuous learning Dialogue Team learning Empowerment	Acquire Creation Sharing Utilising	Wadha Wadha (2017)
38	Organisational culture	Acquiring knowledge Storing knowledge Diffusing knowledge Applying knowledge	Paliszkiewicz Joanna,Svanadze Salome,Jikia Mariam (2017)
39	**Cultural attribute** Artefacts Espoused beliefs & values Underlying assumptions	Tacit knowledge Explicit knowledge	Lehman, Dwayne W. (2017)
40	Collabouration Trust Learning IT	Knowledge management	Muhammad Zaidie Bardan, Mazwani Ayu Mazlan (2018)
41	Practices Norms Values	Effective use of KMS KM Outcomes	Thierno Tounkara (2018)
42	Trust Communication Rewards Organisational leadership Learning development Organisation socialisation	Knowledge transfer	Mohammad Habibur Rahman, Immanuel Azzad Moonesar, Md Munir Hossain, Md Zahidul Islam (2018)
43	Process leadership Organisation Technology Learning	Knowledge storage (Product Prototyping)	Abdi Suryadinata Telaga, Anggun Fadhlin Librianti, Putri Ayu Rahayu (2018)
44	Collectivism Uncertainty avoidance Masculinity Feminity Short and long-term orientation Power distance Individualism	Knowledge sharing Collabourative work done virtually Intention to adopt KM	Abel Usoro & Bridget Abaigam (2018)
45	Organisation culture	Knowledge seeking via socialisation (from peers) Knowledge contributing via	Ali M. Baker (2018)

|		socialisation (to peers) Knowledge seeking via socialisation (from managers) Knowledge contributing via socialisation (to managers)	
46	Culture	Creation of knowledge Sharing community Creation of a KM	Taylor, Andy K. (2019)

5. CONCEPTUAL FRAMEWORK

A holistic view of organisational culture and its linkage with KM is presented. The proposed model reveals a possible relationship between organisational culture and KM. The culture drives the success of an organisation as KM initiatives will fail if the company's culture does not reflect the creation and exchange of knowledge. In this paper, authors have tried to identify various constituents in organisational culture from the literature that provides a platform for knowledge processes, knowledge conversion, knowledge assets and knowledge sharing. The suggested framework tries to derive the linkage between organisational culture and KM so that they can develop a knowledge culture.

The proposed framework studies the impact of organisational culture which is an independent variable on KM in an organisation which is a dependent variable. The critical success factor for implementing KM is organisational culture (Chase, 1997; Dalkir, 2005; Hung et al., 2005). Knowledge culture involves establishing structure and process for knowledge sharing, knowledge transfer and knowledge advancement from existing knowledge. The multi-level characteristics of organisational culture including Artefacts espoused beliefs and values and underlying assumptions can develop an organisation which values knowledge creation and knowledge sharing. The core values of culture which include storytelling, continuity, loyalty, trust, top management support and reward system can lead to huge success in KM (Zamantili Nayir and Ulku Uzuncaasili, 2008). The values identified by Machua (2012) deliberate on knowledge friendly culture; these values include trust, transparency, flexibility, collabouration, commitment, honesty and professionalism. Innovation, information flow, trust, reward system, teamwork, morale, openness to change, employee involvement and customer service are important cultural attributes considered for the success of KM (Al-Adaileh et al., 2011). Promoting a culture which worships these values enhances knowledge exchange between workers. There are various enablers in a culture which facilitates KM, known as KM enablers. These enablers include strategy and leadership, organisational culture, people and information technology. There are various levels in a culture which individually and collectively impacts KM. These levels include organisational culture,

professional culture and national culture. There are several dimensions in a culture which dominates KM in an organisation. These dimensions include collectivism, low uncertainty avoidance and low power distance. The human resource management activities of an organisation also shape the culture-specific to KM. Various components of organisation cultural profile including trust, sharing information freely, working closely with others and developing friends at work also encourages KM activities. The literature has identified various cultures which are suitable for carrying KM in an organisation efficiently: process-oriented culture, result-oriented culture, loosely controlled culture, tightly controlled culture, job oriented culture, employee-oriented culture, open system culture, parochial culture, entrepreneurial culture, cooperativeness culture, innovativeness culture, clan culture, adhocracy culture, market culture, hierarchical culture, rational culture, group culture, development culture, achievement culture and support culture. When all these components of culture are embedded in the fabric of an organisation, it fosters knowledge creation and sharing.

The authors have integrated and compiled all suitable organisational culture for KM with cultural dimensions, organisational cultural profile, KM enablers, cultural attributes, levels of culture and cultural values to study its impact on KM processes, KM assets, Knowledge conversion cycle and different types of knowledge sharing (Figure 1).

Figure1: KM dependence on Culture (Compiled by authors)
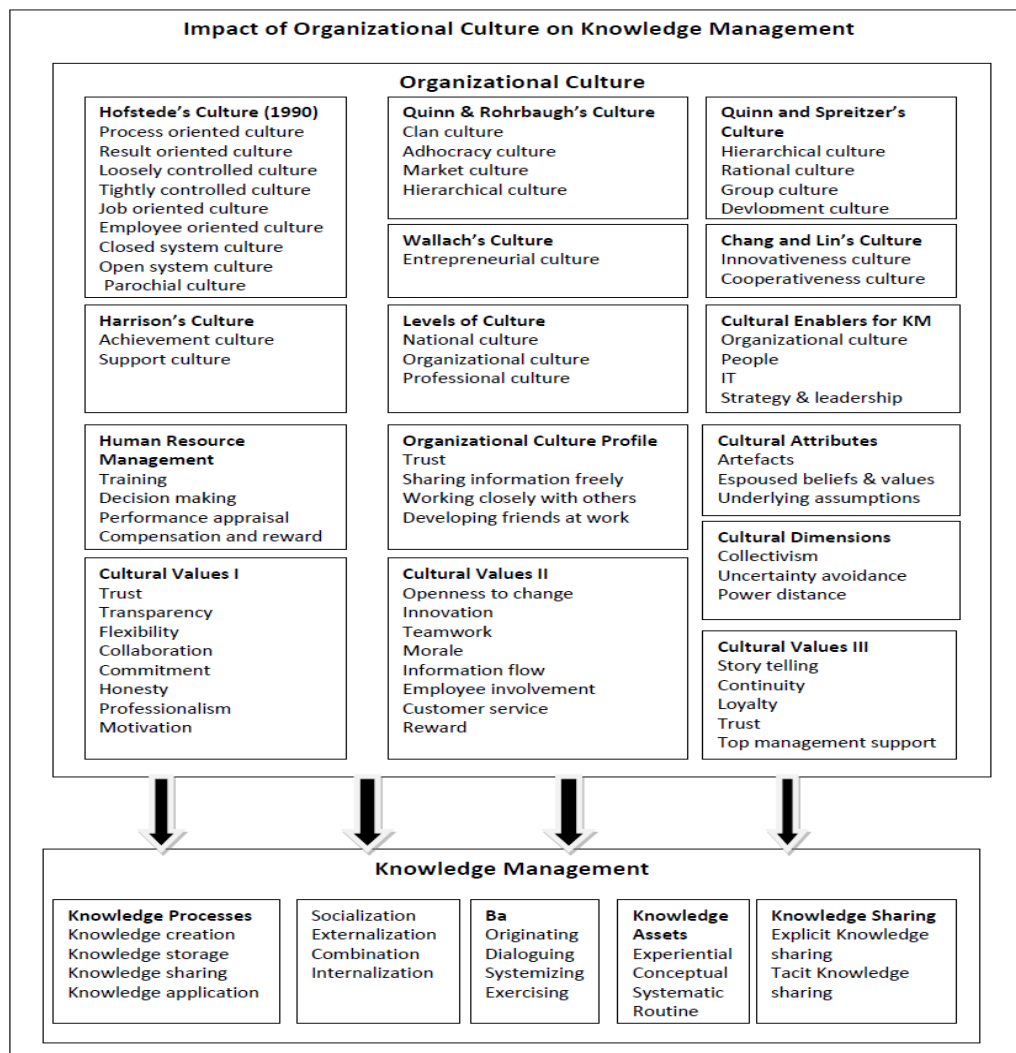
6. CONCLUSION

This paper concludes that culture and KM are inextricably linked in an organisation. The scrutiny of literature presents the significant impact of organisational culture on KM. The existing body of knowledge is not sufficient to provide an integrated and holistic view of the impact of organisational culture on KM. This paper deals with the gap found in the literature relative to the impact of KM on organisational culture. The paper attempts to develop knowledge culture from the prevailing organisational culture which fosters and facilitates KM activities in the organisation. In earlier researches it was emphasised KM involves understanding and commitment to IT but it could be possible only when organisation nurtures a culture where knowledge creation, sharing is a norm. It is overemphasised that technologies-built KM in an organisation but software alone cannot solve KM problems specifically knowledge sharing. Now managers need to recognise and acknowledge that no technology can facilitate KM activities without having a proper culture for KM activities. It has been quoted that 80 per cent of KM is concerned with people and culture and only 20 per

cent is concerned with technology (Liebowitz, 1999). Technology is only the enabler for knowledge sharing through internet, intranet and virtual communities (Love et al., 2005). Technology has a limited role in KM activities; behaviour and attitude of people play a driving role in KM. This paper focuses on the concept of knowledge as a cultural issue rather than a sophisticated information technology infrastructure. The important aspect of KM is concerned with people and culture. It is important to acknowledge that knowledge sharing is influenced by the cultural values of the organisation as a whole as well as individual members (Wei et al., 2008). Thus, authors have tried to explore various factors in a culture that can lead to successful knowledge creation, sharing, application and reuse.

An organisation should focus on execution of managerial action as its KM evolves. The drivers for KM come from trust, collabouration, openness to change, information flow, sharing information freely, working closely with others, top management support, strategic flexibility, creativity, innovation, employee involvement, rewarding policies, team building, morale and managerial commitment. Recognition and providing rewards for knowledge creation and sharing should be exercised to encourage people to participate in KM activities. These activities like sharing learning, exchanging ideas, sharing expertise, application of knowledge should be built into daily work routines. The moral support, as well as budgetary support, is needed from top management for the success of KM (Anantatmula, 2008). The management can support KM by having tolerance for mistakes, allocating time and resources for KM. The management can also document the KM failures to learn from them and avoid them in the future. This paper conveys that culture lays down the foundation for transforming individual knowledge of employees into the synergy of knowledge in an organisation. This paper has tried to fill up the gap in the literature linking organisational culture and KM. The authors had a realisation that literature acknowledges the importance of culture in KM but a comprehensive framework linking the two concepts is not presented in the literature. The conceptual framework proposed in the paper deliberates specifically on cultures that have an impact on knowledge process, knowledge assets, knowledge conversion cycle and knowledge sharing. The culture that supports KM in an organisation results in organisational success. If organisations can increase the level of key elements of organisational culture that act as KM enablers then the organisation may gain greater access to a major portion of knowledge base residing in the mind of employees in the tacit form of knowledge. Effective KM processes result in creating intangible assets and intellectual capital for organisations contributing towards operating performance, value and growth (Herbert A. Nold, 2012). Thus, it is a necessity to now shift from knowledge is the power to knowledge sharing is powerful.

7. STUDY IMPLICATIONS, LIMITATIONS AND FUTURE RESEARCH

The current research paper deliberates on developing a conceptual framework in which culture impacts KM. This study contributes to the theoretical arena of KM in many ways. One of the theoretical contributions to research is a proposed conceptual framework which has been heavily influenced by academic literature. The significant output of the research is bridging the gap in previous literature and giving a comprehensive view to the reader. The significance of this model can be noticed from the fact that despite the popularity of extensive

research on organisational culture and KM there is no integrative model studying all the dimensions of variables under study. The implication of this paper is the utilisation of the model when executing KM. Organisations can consider a specific type of culture into a plan to carry out KM initiatives. This is important as KM involves investments in terms of time, money and personnel (Becerra-Falezernandez et al., 2004; Parikh, 2001). The conceptual model proposed in the paper can guide an organisation in developing a robust KM plan. The model can also guide organisations to interrogate the reasons for KM failure. By focusing on different aspects mentioned in the model, organisations can work towards enhancement of knowledge-centric culture. Most of the studies have discussed KM as an IT problem, this paper focuses on KM as a cultural issue.

This paper provides a deep insight into the culture required for successful knowledge creation and sharing in an organisation. This research can have managerial as well as theoretical implications. Establishing and implementing the link between culture and KM will lead to the conceptualisation of knowledge culture. Managerial implications can be initiated by developing an understanding in managers, that KM won't lead to success until supported by the culture. Managers should realise that knowledge creation and sharing need a culture that is open and flexible; motivates the employees for knowledge sharing by rewarding and recognising; acceptance for mistakes; giving space for creativity and innovation.   The theoretical implication implies contribution to literature, especially for the research scholars. The conceptual model proposed in the current research can be further tested empirically. The research findings can provide a deeper understanding of individuals as well as organisations. KM can be successful in organisations if supported by enabling culture. In the future, managers can assess the role of culture in the success of KM in organisations. Our study offers an effective approach for managers to promote suitable organisational culture to enhance employee confidence and facilitate knowledge sharing behaviour. This research paper provides guidelines for top executives to establish clear goals and inspire employees to achieve KM goal by effective organisational culture. The managers should also know various types of culture to foster knowledge sharing behaviour.

The KM activities like knowledge creation, sharing, dissemination relies on the behaviour and attitude of people (Ajmal et al., 2009). Thus, it is necessary to check the alignment between culture and KM of an organisation. Managers should work on creating a knowledge-centric culture. A knowledge friendly culture is one that values knowledge and its creation, sharing and application (Migdadi, 2009). The current research may lead to the new shape in the company's culture that values knowledge. There were some limitations which include the difficulty in establishing a relationship between various dimensions of organisational culture and KM based on literature. There was also difficulty in generalising conclusion from the conceptual model reflecting the dependence of KM on organisational culture. Also, this research is limited to the conceptual model and is not tested empirically. The statistical tests are needed to assess and operationalise the variables and test the linkages between them. A better approach would be to study a particular sector, organisation or industry in particular and to establish empirical data about the interrelationship. This paper is an output of extensive literature review studying all the attributes, components, framework and

classification of culture that impacts KM. However, it would have been better to go for a precise study deliberating on a particular dimension of culture amongst framework, attributes or classification which impacts a specific KM dimension amongst KM processes, knowledge assets, KM conversion cycle and types of knowledge sharing. This could result in the assessment of the role that particular cultural dimension plays in particular KM activities. Also, a longitudinal study would have given long term data to understand how organisational culture would have influenced KM.

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