

Implementation of Organizational Culture to drive Unified Knowledge Sharing

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ABSTRACT

Knowledge is dynamic and growing in the social interaction between individuals and organizations. Sharing knowledge is important for the organization in realizing innovation. In sharing knowledge there are cultural factors that differ among members of the organization. Organizational culture according to Schein (2010) is an abstraction which created the power of social situations and organizations from a strong culture. This article is a conceptual framework that describes the organizational culture with the four dimensions, namely trust, communication, leadership and reward. The dimensions will be reviewed and analyzed its correlation with knowledge sharing and how to promote the establishment of organizational innovation. The purpose of this article is a conceptual framework correlation organizational culture and unified knowledge sharing: 1) How is the cultural and organizational support can encourage the implementation of an integrated knowledge sharing, 2) How integrated knowledge sharing can contribute to the realization of organizational innovation. Novelty proposed in this article is unified knowledge sharing, as a mediating variable between culture and organizational innovation.

Keywords: organizational culture, unified knowledge sharing, perceived organizational support, organizational innovation

1. INTRODUCTION

Culture and innovation are important factors in organizational change. Studies have shown, that culture contributes to the creation of innovation [1-3]. Research conducted by Auernhammer and Hall [1] indicates that organizational culture encourages the creation of knowledge, creativity and innovation. Culture includes the knowledge and change, emerged as the fertile soil in which innovators could take risks, pursue their dreams, and not as a coincidence to enrich the people in the culture. Does a nation hampered by tradition, loosen central control, or inhibit the culture of bureaucracy? It shows how culture affects innovation [4].

Although there is no single theory that can be accepted uniform, there is general agreement about the organization's culture, tradition and social structured manner involving beliefs, behavior, and moral values combined with various levels of the organization and incorporate all aspects of organizational life [5]. According to Martins and Terblanche [6], culture is closely related to the values and beliefs shared by personnel within an organization. Organizational culture associated with the employee and the organization's values, norms, stories, beliefs and principles, and combine their assumptions as activity and a set of behavioral standards. Klein, Bigley [7] have positioned organizational culture as the core of the organization's activities that have an aggregate impact on the overall effectiveness and quality of products and services.

The current tendency is how an organization can implement a culture, in order to improve and unified knowledge sharing to facilitate decision-making organization. This article is a conceptual framework that would present a model of cultural relations organization, unified knowledge sharing and perceived organizational support in creating organizational innovation.

2. LITERATURE REVIEW

2.1 Unified Knowledge Sharing

The development of knowledge management (KM) has increased rapidly, since 1995 has been the main topic of management philosophy and management tools. This popularity is reflected in the increasing number of articles and books on this topic [8, 9]. Knowledge management focuses on the creation and distribution of knowledge within the organization through new technologies such as the Internet, intranet, and e-mail, although there are also flow concentrates on social relationships and interactions [10]. Knowledge is dynamic, because it is made in the social interaction between individuals and organizations. Knowledge is context specific, because it depends on the specific time and space.

There are two types of knowledge, namely the explicit knowledge and tacit knowledge. Explicit knowledge embodied in the form of: books, manuals, procedures and guidelines are printed clearly reveal information through language, images, sounds, or other means of

communication. It can be processed, shipped and stored relatively easily. Meanwhile, tacit knowledge is highly personal and hard to formalize. Subjective insights, intuitions and hunches included into the category of this knowledge. Tacit knowledge embodied in the actions, procedures, routines, commitment, ideals, values and emotions, which comprehensively are the human mind and body awareness. To communicate tacit knowledge to others, required an analog process that requires processing simultaneously.

Explanation of Reid [11] knowledge sharing is defined the culture of social interaction, which involves the exchange of employee knowledge, experience, and skills through the entire department or organization. Knowledge sharing creates opportunities to maximize the ability of the organization to meet the needs of knowledge and generate solutions and efficiencies that provide businesses with a competitive advantage. Knowledge sharing consists of a set of common understanding related to providing employees access to relevant information and the building using the network of knowledge within the organization. Sharing knowledge occurs at the individual and organizational level.

For individual employees, sharing knowledge is talking with colleagues to help them get things in order to contribute to better, faster, or more efficient. For the organization, sharing knowledge is capture, organize, reuse, and experience-based knowledge transfer within the organization and making knowledge available to others in the business [12]. The success of knowledge-sharing networks must develop methods for: 1) motivate members to participate and openly share valuable knowledge, (2) prevent free riders, and (3) reduce the costs associated with starting and accessing various kinds of valuable knowledge [13]. In this study the sharing of knowledge at the individual level is the sharing of knowledge that is influenced by organizational culture that consists of trust, communication, leadership and reward.

Unification in determining a decision, is the organization's goals. The term "unified" adopted from Kilburg and Donohue [14] entitled Towards "A Grand Unifying Theory" Leadership, in which the article explains the thinking Bennis (2007), about the most central leadership, such as effective leadership is essential for human organization and future front. Thus the role of human resources in order to be more effective and contribute to innovation can be tapped and then presented the variable "unified knowledge sharing". Unified knowledge sharing defined a culture of employee social interaction, which involves the exchange of employee knowledge, experience, and skills through the entire department or organization in an integrated manner, which was built to provide employees access to relevant information and the

building using the network of knowledge within the organization.

2.2. Organizational Culture

Culture is something that is abstract, but the force was created in social situations and organizations from a strong culture [15]. The term 'culture', in a broader context, to show the idea of shared attributes (such as language, religion, beliefs, traditions, heritage), and the values that distinguish one group or society from another [16]. Hofstede, Hofstede [17] describe culture as the collective programming of the mind (the way people think and interpret information) that distinguish one group of people from another. In this paper dimensions of organizational culture that will be implemented there are four, namely: trust, communication, leadership and reward [18, 19].

Trust is the belief of the other party (the trustee), which causes people (trustor) believe that the act of trustee will have positive consequences for the trustor [20]. Trust is composed of three elements, namely the capability, benevolence and integrity.

Communication between staff. Communication here refers to human interaction through verbal conversation and use body language when communicating. Human interaction is increased by the presence of social networking in the workplace. Form of communication is fundamental in encouraging the transfer of knowledge [21]. Several previous studies have shown that communication contributes to share knowledge as it relates to trust in interorganizational relationships [22].

Leadership is the process of influencing others to achieve some desired goal. The leaders act as role models in which the sharing of knowledge occurs, as well as, create incentives to do so. The leaders of the organization's network facilitates knowledgeable employees and provide best practice coordination and collaboration activities. Therefore, leaders play an important role in sharing knowledge because they facilitate other members to create the necessary knowledge locally [18].

One of the tools to motivate employees to share knowledge among themselves and between different departments is with an effective reward system, if there is no proper motivation, some employees may not be willing to share knowledge for fear of losing as a result of this action. Organizational rewards motivate employees to share knowledge and develop cultural knowledge [23].

Hypothesis 1. The better the organizational culture characterized by trust, communication, leadership and reward, it will further encourage coherence unified knowledge sharing process.

2.3. Organizational Innovation

Innovation is imperative for organizations to always competitive and always able to adapt to environmental changes. For an organization, human resources are the main factors that must be considered in order to implement innovations. HR role has the responsibility to departments, units, functions and other parts of the organization that contribute to the realization of innovation. However, to realize the innovation often different views and some things that need to be integrated. Hence the need for unified knowledge sharing.

Becker and Matthews [24] translate innovation in several aspects, including:

- a. Reference to new things, showing something new to the organization; does not need to be new in the industry or commerce in general, but at a certain point in a certain period, for an organization that is new.
- b. Implications of new things, but it does not mean that the distinction between 'old' and 'new' must be radical; we do not only refer to the disconnected innovation, but also innovation incremental or continuous; in other words, drawing on the talents and abilities available to do things better, or to do something different.
- c. This definition also emphasizes the importance of considering the results of innovation, not only the emergence of an idea or a new generation, but it must create value for the organization through commercialization. This can be supported by the process of innovation management, signal processing, strategies, resources and implementation.
- d. Referring to the ongoing value, does not mean only the economic benefits alone. This value may be related to the financial results, social, environmental or other benefit to the organization eventually.

Organizations must be able to learn quickly and constantly, continuously innovate and take new strategic move faster and more convenient [25]. Based on empirical studies conducted by Nasiripour, Radfar [26] variables of knowledge sharing has a positive effect on innovation. This indicates that the variables of knowledge sharing can handle business matters. This study begins to explore the factors that affect innovation. This is in line with research by Naghavi, Dastaviz [27] which have been proved that there is a significant positive relationship of knowledge management processes to organizational innovation. Something that can not be avoided organization is facing constant change, means the organization must make a discomfort

with the status quo, the ability to detect trend emerging competition more quickly, the ability to make quick decisions, and agility to find new ways of doing business. It is unlikely to be realized in the absence of a strong culture. Therefore, it is expected that there is a positive relationship between unified knowledge sharing with organizational innovation

Hypothesis 2. The better implementation of the unified knowledge sharing will encourage the implementation of organizational innovation is getting better.

2.4. The Relationship Organizational Culture with Organizational Innovation

Organizational culture is formed and created by people who are in the organization. People are not the product, they are the main assets of an innovative company [28]. HR is involved in the whole process of innovation, because 1) it is considered that the innovative capacity of a company to be in intelligence, imagination and creativity of employees [29], 2) implications and support staff required for the development and implementation of innovation [30].

Individual creativity as a basis for initiating innovation is not only influenced by organisational factors (i.e. organisational culture), but also greatly depends on the surrounding (societal) culture as a whole. Without ruling out the role of organisational determinants, societal culture as a factor of innovation initiation [31].

Several studies [3, 4, 19] have shown that there is a positive relationship between culture and organizational innovation. Conclusion described by Kaasa [3] can be said that the innovation output is undoubtedly related to the input of innovation, such as R & D, but also the innovation process is determined by culture. With reference to previous studies, it is expected that the relationship between organizational culture to organizational innovation is positive.

Hypothesis 3. The power of increasing organizational culture, the better implementation of organizational innovation.

2.5. Perceived Organizational Support

Organization support theory assumes employees form general beliefs concerning how much the organization values their contributions and cares about their well-being. Based on the reciprocity norm, such perceived organizational support (POS) would elicit employees' felt obligation to care about the organization's welfare and to help the organization reach its objectives. Employees could satisfy this indebtedness through greater affective commitment to the organization and greater efforts to help the

organization [32].

Individuals tend to "form a belief as to the extent to which the organization values their contributions and cares about their well-being" [33]. Some individuals may base their POS on factors such as the desire of the members of the organization to provide special assistance or special equipment to complete an activity. Other people may develop a strong sense based on the willingness of the members of the organization to provide additional opportunities for training that appeals to them. In addition, employees are often sensitive to environmental constraints and related organizations that may limit their ability to provide the desired benefits. Perceived organizational support associated with the belief that it will fulfill its obligations by giving awards to employees [34]. There are two aspects to determine the condition of perceived organizational support employee. Both of these aspects are: appreciation of the contribution of the employee organization and the organization's attention to the welfare of employees.

The need for innovation in organizations has resulted in a new focus on the role of a leader in shaping the nature and success of the creative effort [35]. While the creative ideas of individual employee level, does not always lead to the success of the creative idea at the organizational level. But at least it provides a starting point for organizational innovation [36]. Thus, for individual employees perceived organizational support will encourage the implementation of the unified knowledge sharing. And once that perceived organizational support will be positively related to organizational innovation.

Hypothesis 4. The increase of perceived organizational support, it will further encourage the unified knowledge sharing.

Hypothesis 5. The increase of perceived organizational support, it will further encourage the implementation of organizational innovation.

3. MODEL CONCEPTUALISATION

The concept of "the unified knowledge sharing" is to share knowledge in an integrated manner by the leadership of the organization, in order to implement organizational innovation in each work unit, together for the integrity of the building innovation compiled by the organization. So in innovation in each unit there is continuity with organizational innovation. This requires support from both organizational factors and individual factors. Organizational factors on the image shown horizontally, that is the culture of the organization. While individual factors are illustrated in the image vertically, ie the existence of employee perceptions of organizational support.

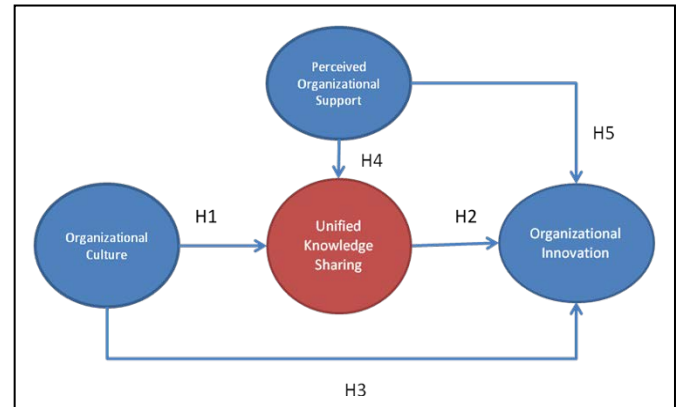


Figure 1. Conceptual Model

4. MEASUREMENT VARIABLE

The indicators used to measure the unified knowledge sharing, there are four items, the first item: a willingness to cooperate, that is the item proposed in this study, and three subsequent items adopted from Mathuramaytha [37]. The following indicators of unified knowledge sharing: a) *willingness to cooperation*, b) *willingness to share*, c) *capability to learn*, d) *capability to transfer knowledge*.

Organizational culture will be measured by the four dimensions, namely: trust, communication, leadership and reward [18]. Organizational innovation in this study were divided into three main dimensions, namely: product innovation, process innovation and administrative innovation based on the types that have been discussed in previous literature [38].

POS was measured with items adopted from Eisenberger, Armeli [32], consists of: a) The organization proud of my accomplishments, b) The organization really cares about my well-being, c) Organization appreciate my contribution to the welfare, d) Organization is considering the goals and values of me, e) The organization showed little concern to me (R), f) The organization is willing to help me if I need special assistance.

5. CONCLUSION

Organizational culture can encourage a unified knowledge sharing. This paper confirms that the unified knowledge sharing is a variable that can encourage organizations to achieve organizational innovation. This is in line with several studies that have been conducted [9, 12, 39]. In order to realize an organizational innovation required organizational factors and individual factors. Without the support of these two variables, it is difficult to capture, organize, reuse, and transfer of knowledge based on existing experience in every interaction of individuals in the organization.

Study of Majchrzak, Cooper [39] also prove how the reuse of knowledge in the event of a change of innovation.

Managerial implication is that the need for harmonization and coherence in knowledge sharing, in order to realize synergies of innovation happening in the various levels of the organization. Both at the level of the bottom to the top level of the organization. In addition, if a problem occurs in a work unit, by the unified knowledge sharing, it can be quickly resolved.

Future research can refer this article to build the realization of organizational innovation, ie taking into account both organizational factors and individual factors. This is important because the organization consists of various working units and individuals that potentially contribute to organizational change. Although there are several possible variables that can be developed for future research.

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