

**THE RELATIONSHIP BETWEEN ORGANIZATIONAL CULTURE
KNOWLEDGE MANAGEMENT AMONG STAFF AT
UNIVERSITI MALAYSIA TERENGGANU (UMT)**

ROS HABIBA BINTI RAMLI

**BACHELOR IN OFFICE SYSTEMS MANAGEMENT (HONS)
UNIVERSITI TEKNOLOGI MARA (UTM)**

2015

ABSTRACT

THE RELATIONSHIP BETWEEN ORGANIZATIONAL CULTURE AND KNOWLEDGE MANAGEMENT AMONG STAFF AT UNIVERSITI MALAYSIA TERENGGANU (UMT)

By

Ros Habiba Binti Ramli

Perceived organizational culture of an enterprise as one of the main factors supporting implementation and realization of knowledge management was the basis of elaborating this issue in the article. An attempt to determine cultural conditioning of knowledge management was taken. A starting point to description of organizational culture supporting knowledge management was an overview of literature of the subject from the point of view of features of this culture. It allowed selecting several types of characteristics creating convenient, for knowledge management, cultural environment. These characteristics reflecting determined patterns of thinking and behaving were next identified as cultural values. These are: focus on group culture, developmental culture, hierarchy culture and market culture. Strengthening or promoting of selected cultural values would favours knowledge management. There are five dimensions of knowledge management that will be effect on the presences of organizational culture in organization; creating knowledge, capturing knowledge, organizing knowledge, disseminating knowledge and applying knowledge. Formulated in summary on this basis suggestions may serve as practical hints in relation to directions of improving organizational culture of enterprise appropriate to needs of knowledge management.

Keywords: organizational culture, knowledge management, knowledge, culture.

ACKNOWLEDGEMENT

In the name of Allah, the Most Generous and Most Merciful

Alhamdulillah, all praises and thankful to Allah for giving me a strengths and His blessing for successful completing this thesis which is “The Relationship between Organizational Culture and Knowledge Management”. Absolutely, this has been a tremendous and arduous journey that has taken me through mountain and valley experiences. First of all, special appreciation goes to my supportive supervisor, Madam Mimi Zazira binti Hashim, who gave me the strength, constant support and guidance for this journey.

Not forgotten, appreciation to my co-supervisor from Universiti Malaysia Terengganu (UMT) Prof. Madya Dr. Wan Muhammad Khairul Bin Mohd Zin, the Deputy of Dean and the others staff from Pusat Pengajian Sain Asas (PPSA) for giving me an opportunity to doing the industrial training while completing my research in this department. Besides that, I am also grateful to my parents for their effective fervent prayers, helped me through many difficult, if not impossible situations. Last but not least, to those who indirectly contributed in this research, your kindness means a lot for me.

Thank you.

Ros Habiba Binti Ramli

January 18, 2015
Faculty of Business Management
Universiti Teknologi MARA Machang, Kelantan

CHAPTER 1

INTRODUCTION

The purpose of this study is to gain an understanding of the relationship between organizational culture and knowledge management among employees in an academic environment and to identify the roles and types of organizational culture that contribute to effective knowledge management at Universiti Malaysia Terengganu (UMT). According to Chin-Loy & Mutjaba, (2007), organizational culture support knowledge management is important in order to improve the organization's competitiveness. This study examined the relationship of organizational culture and knowledge management among non-academic staff in Universiti Malaysia Terengganu (UMT). The introduction topic includes the background of the study, problem statement, research objectives, theoretical framework, hypotheses, and significance of the study, limitation of the study and definition of the term.

Background of the Study

There exists a lot of discussion about what the proper definition of knowledge management is or should be. Scholars, practitioners, and others in field of business management are still debating about the concept and definitions related to knowledge management (KM) and its definition are currently still evolving. To give an impression of what kind of concept are

used in the different definitions, below a few of them will be discussed. One definitions of KM by Bhatt (2001):

The knowledge management is a process of production, utilization, transmission and application of knowledge.

According to him, there are three important components in the management of knowledge which are developing or creating knowledge, storing knowledge and sharing knowledge.

Another widely accepted definition is the following of Groff and Jones (2003):

Knowledge management is the tools, techniques, and strategies to retain, analyze, organize, improve and share business expertise.

This definition places the emphasis on the KM processes that take place within an organization and especially the IT facilities that support these processes. This definition is more about managing explicit knowledge, by the use of IT. The human factor is not mentioned. Some scholars believe that knowledge is the most valuable and important resource possessed by an organization (Cabrera, Collins & Salgado, 2006). Others have asserted that knowledge is critical to an organization's survival (Davenport & Prusak, 1998). Research that examines whether organizational culture supports KM is important to help administrators and managers of many organizations understand how to improve their organizations' effectiveness (Chin-Loy & Majtaba, 2007; Jones, 2008). The empirical evidence in the KM literature is undersupplied when determining the appropriate organizational culture type for KM success in a given environment. Many organizations today are taking aggressive steps to