

## Analysis of Relationship between Knowledge Management and Participatory Management based on the Moderating Role of Organizational Culture in Bank Melli of Razavi Khorasan Province

Ggolafshani<sup>1</sup>. S. M. Ghayour<sup>2</sup>

<sup>1,2</sup> Department of Business Management, Neyshabur Branch, Islamic Azad University. Neyshabur, Iran

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### Abstract

This study analyzed the relationship between knowledge management and participatory management based on the role of organizational culture. This is an applied quantitative research, which uses a descriptive correlational method in which the relationships between variables are investigated. The statistical population includes all employees of Bank Melli of Razavi Khorasan Province. For the aim of this study, a cluster random sampling is used. In order to determine the sample size, Morgan's table as the easiest method is used. The statistical population of the study consists of 260 people and the sample size is 160 people based on Morgan's Table. However, 180 questionnaires were distributed and 168 samples were collected. In order to compare and analyze the organizational culture, the questionnaire of organizational culture based on Robbins' Model, which was implemented by Ghamarian in 1383, was used. The second questionnaire is related to participatory management in three domains: "organizational relationships for," "participation in organizational planning" and "participation in organizational decision-making processes" and the third questionnaire is Nonaka's questionnaire of knowledge management. Knowledge management in this study is defined as a consistent and structured method for creating, storing, sharing, and using knowledge that knowledge, in turn, is regarded as an organizational asset in order to promote the empowerment, speed, and efficiency in organization to provide the products or services for the customers. Findings showed that there is a direct relationship between knowledge sharing, knowledge division, knowledge creating and knowledge transfer with participatory management and organizational culture.

**Keywords:** Knowledge management; Participatory management; Organizational culture

### 1- Introduction

Today's banking requires using the new strategies, effective customer satisfaction measurements and providing the new technologies that led to the success of some banks, among others, to capture more sources and to guarantee its long run presence in competitive market. In modern world, success entails acceptance of new structures and more flexible strategies in organizations. In this framework, participatory management and knowledge management are meaningful.

In recent years, knowledge management has become an important and vital issue in commercial texts. Both scholarly and commercial societies believe that organizations with knowledge power can retain their long run successes in competitive arenas. Organizations should balance quickly their knowledge management practices in order to use knowledge (Keshavarzi & Ramazani, 1389). For this purpose, there should be changes in organizational culture, techniques, and technologies. Consequently, organizations should consider their culture before taking any knowledge measure.

Organizational culture is recognized as a main factor in knowledge management (Nikpoor & Salajaghe, 1389). Using information and technology as well as innovation in management plans and its processes relies on the ability of latent learning within the organization. Knowledge transfer and knowledge creating entails the existence of organizational culture, in which individuals and groups tend to cooperate and share their knowledge based on their corresponding interests or benefits. Moreover, knowledge management in leading organizations helps to develop culture of knowledge

sharing between employees as well as participatory management and create value for the organization by changing human capitals into organized intellectual assets (Davenport & Prusak, 2009). Hence, organizations should create an environment for sharing, transferring, and the exchange of knowledge among their members and train individuals to conceptualize their interactions.

Due to the increasing complexity and speed of the environmental changes in organizations, creating a systemic thinking and shared vision as well as the establishment of participatory management in organizations should be taken into account. On the other hand, the effective implementation of a participatory management style should be considered in organizational culture. Organizational culture can be a suitable platform for participation of the people and participatory management. So, with regard to the role of culture in knowledge management and participatory management, it can be said that only by analyzing and changing the culture as well as creating a good and flexible organizational culture, a pattern of relationship between individuals in the organization can be provided little by little, and knowledge management and participatory management can be exploited as a competitive merit. Despite the extensive literature in knowledge management, organizational culture and participatory management, there are little studies on knowledge management, organizational culture and participatory management in the public organizations of Iran and there has not been a research in this regard. Due to this weakness of the research on this subject, this study aims to discuss if there is a relationship between knowledge management and participatory management based on the moderating role of organizational culture or not? There is no much study in this regard. Based on the field research, the researcher intends to study the relationship between knowledge management and participatory management based on the moderating role of organizational culture. Bank Melli as a public institution, should offer services to the customers and provide economic welfare for them in order to benefit the society. Knowledge management and participatory management in a proper context of organizational culture and in the existing conditions can promote the performance levels and the success of this public institution. As a result, regarding to the importance of Bank Melli and its main role in the development of the country, as well as the lack of the studies in this field, this research can be effective. Therefore, this study aims to analyze the relationship between knowledge management and participatory management based on the moderating role of organizational culture.

Ajmal and Helo (2010) conducted a study, entitled "Organizational culture and knowledge management: an empirical study in Finnish project-based companies". This study aims to provide an experimental source for understanding the effects of culture in project-oriented organizations in order to affect the knowledge management practices. This paper, at first investigates the theoretical key concepts in the relevant literature. Then, it analyzes the questionnaire experimentally. Finally, the findings are analyzed using the statistical methods. It seems that organizational culture influences the knowledge management considerably in the project-oriented organizations. Findings of the study have been limited to the Finnish-project companies. Project managers need to focus fully on the effects of organizational culture in order to emphasize the knowledge management practices in their projects. Al-Alawi and et al.(2007) carried out a study, entitled "Organizational culture and knowledge sharing: critical success factors". The aim of this study was to investigate the role of some organizational culture factors in the success of knowledge sharing, including interpersonal trust, relationship between employees, information systems, organizational structure, and rewards, which play an important role in defining the relationships between the employees and, in turn, provide facilities for eliminating the barriers to knowledge sharing. The findings of this research show that the mutual trust, relationships, information systems, rewards, and structure of the organization are positively related to the knowledge sharing in the organization.

Guan Gan and et. al (2006) conducted a study, entitled " The effects of culture on knowledge management practice: a qualitative case study of MSC status companies". Nowadays, knowledge is considered as an important asset in organizations. Despite this, many organizations have not managed effectively this asset as one of their competitive advantages, yet. In response to this, knowledge management is regarded as a process that effectively creates, captures, disseminates, and uses knowledge at the level of the organization in order to improve the organizational performance and for this reason, it has more worldwide acceptability. Despite its widespread acceptance, the current level of knowledge management in the context of Malaysian companies is less known and the

impact of cultural factors on the performance of knowledge management in this company is unknown. This study examined the different cultural factors (collaboration, mutual trust, leadership and incentives/rewards) using the method of multiple case study within a research pattern of critical realism and found that these factors affect the knowledge management practices. This study also showed that those cultural factors play an important role in facilitating knowledge management practices in these companies in Malaysia. Moreover, the findings showed that cooperation, mutual trust, leadership, and motivations/rewards have the significant impact at the level of the knowledge management practice. According to the findings of this study, it is recommended that relevant officials pay enough attention to the cultural factors in order to ensure that Malaysian companies have effectively taken knowledge management practices.

Rahgozar and et al. (2012) carried out a study, entitled "The relationship between organizational culture and knowledge management (a case study at the University of Shiraz)". Today, knowledge is considered as a valuable key in competitions. It is not only identified as a basis for sustainable development, but also as a source of keeping the competitive advantage of an organization. Two equal roles of culture, both as the main barrier and as the empowering factor in knowledge management practices, makes the importance of these two factors in efficient management of knowledge management processes is examined. This study investigates any type of relationship between a variety of different aspects of the organizational culture and different dimensions of knowledge management. In order to analyze the differences between the different organizational cultures, a conceptual framework has been suggested by Cameron and Quinn. A descriptive correlational method has been used in this study. For the analysis of the research findings or the confirmation or rejection of hypotheses in this study, some statistical methods have been used including stepwise regression and Pearson's Method. The results showed that there is a meaningful relationship (about 99%) between different types of organizational culture and six dimensions of knowledge management. Gharibvand (2012) conducted a research, entitled "The relationship between Malaysian organizational culture, participatory leadership style, and employee job satisfaction among Malaysian employees from Semiconductor industry." The aim of this study was to investigate the relationship between the organizational culture, participatory management, and job satisfaction in Malaysia. Results indicate that there is a meaningful and positive relationship between organizational culture, participatory management, and job satisfaction. Rahmatiasl and et al. (2012) carried out a study, entitled "Relationship between organizational culture and knowledge management in National Olympic Committee of Islamic Republic Of Iran". In this century, knowledge is seen as a major source of organizational resource management. This study examines the relationship between organizational culture and knowledge management in the National Olympic Committee. It is an applied research, which uses a correlational method. Statistical population consists of all employees of National Olympic Committee (107 people). Sampling method in this paper was the census, but due to the limitations in the study, 92 questionnaires were returned. The questionnaire of knowledge management consists of four dimensions of commitment to collaboration, adaptation, compatibility and the mission. For data analysis, Smirnov test, Pearson's Method, and multiple linear regressions were used. The results showed that there is a meaningful relationship between organizational culture and its agents with knowledge management. Regression analysis showed that the compatibility ( $\beta = 0.324$ ), adaptation ( $\beta = 0.337$ ) and mission ( $\beta = 0.227$ ) are significant predictors for the knowledge management. According to the results of this research, it can be said that the organizational culture has an essential role in the establishment of knowledge management. Bidokhti and et al. (1390) carried out another study, entitled "Analysis of relationship between organizational culture and knowledge management in Education organization of Semnan." The aim of this paper is to investigate the relationship between organizational culture and knowledge management in the Department of Education in Semnan. It uses a descriptive correlational method. The statistical population of the study consists of all managers and deputies of schools for girls and boys in primary schools, secondary schools, high schools, and pre-university schools at the public level, which includes a population of approximately 186 people. The sample size was determined by stratified random sampling method based on Morgan's

sampling table. For gathering data in this study, Cameron and Quinn's questionnaire of organizational culture and Lawson's statistical questionnaire of knowledge management were used. For data analysis, statistical tests of Pearson's correlation coefficient, regression analysis, t-test, and one-way analysis of variance (ANOVA) were used. The result of the testing the main research hypothesis suggests that there is a positive and meaningful relationship between organizational culture and knowledge management. In addition, test results of other hypotheses represent that there is a positive and meaningful relationship between all kinds of organizational culture (tribes, hierarchy, the market, and Adhocracy) and knowledge management. Generally, adhocracy feature of organizational culture entered the regression equation during the results of regression analysis in the first step and explains 58% of the knowledge management changes. In the second step, the tribe feature has been added to the equation and simultaneously explains about 60% of changes of knowledge management. Thus, it can be said that the organizational culture can be considered as one of the most important tools for successful implementation of knowledge management in organizations. Any changes in the organizational culture for implementation of knowledge management in the Department of Education should take organizational culture of adhocracy and tribes into consideration rather than other cultures.

## 2- Methodology

Given that in this study, the relationship between knowledge management and participatory management is examined based on the role of the organizational culture, this study is an applied quantitative research and a descriptive correlational research in which the relationships between variables are investigated, is used. In this study, knowledge management is considered as an independent variable and participatory management as a dependent variable and organizational culture as a moderating variable. The statistical population of the study includes all employees of Bank Melli of RazaviKhorasan Province. For the aim of this study, a cluster random sampling is used. In order to determine the sample size, Morgan's table as the easiest method is used. The statistical population of the study consists of 260 people and the sample size is 160 people. However, 180 questionnaires were distributed and 168 samples were collected. There are two types of questions in the questionnaires: general and specialized based on the standard questionnaire of variables, studies carried out before and the recommendations of the supervisor and advisor. General questions include gender, age, education, and workplace and specialized questions include their comments and perceptions about knowledge management and participatory management and organizational culture based on the Likert Spectrum.

## 3- Findings

**Hypothesis 1: there is a meaningful relationship between knowledge sharing and participatory management in Bank Melli of RazaviKhorasan Province.**

Table 1 Regression test of hypothesis 1

|   | nonstandard |                        | standard | t-test     | level of meaning<br>fulness of<br>ANOVA |
|---|-------------|------------------------|----------|------------|---|
|   | $\beta$     | standard<br>error (SE) | $\beta$  |            |   |
| constant value                          | 1.71        | 0.07                   |          | 23.37      | 0.001                                   |
| Knowledge<br>sharing                    | 0.35        | 0.02                   | 0.77     | 15.62      | 0.001                                   |
| level of meaning<br>fulness of<br>ANOVA | 0.000       | r coefficient          | 790.7    | R-Adaptive | 6050.0                                  |

As it can be seen, the level of meaningfulness is equal to 0.000 that is less than 0.05 and indicates that there is a linear relationship between knowledge sharing and participatory management. R-adaptive is equal to 0.605, which shows that 60% of the participatory management changes can be made by sharing knowledge. In addition, correlation coefficient of 0.779 shows the rate of the role of

independent variable of knowledge sharing in prediction of dependent variable of participatory management. With regard to being positive of the coefficients, it can be said that the relationship between these variables is positive. It means that when one of them increases, the other one increases too. Based on the obtained results, analysis of above-mentioned hypothesis is proved.

The regression equation is as follows: participatory management + knowledge sharing = 1.17+0.35

**Hypothesis 2: there is a meaningful relationship between knowledge sharing and participatory management in Bank Melli of RazaviKhorasan Province.**

Table 2 Regression test of hypothesis 2

|                                     | nonstandard |                        | standar<br>d | t-test         | level of meaningfulne<br>ss |
|-------------------------------------|-------------|------------------------|--------------|----------------|-----------------------------|
|                                     | $\beta$     | standard<br>error (SE) | $\beta$      |                |                             |
| constant value                      | 1.87        | 0.04                   |              | 40.21          | 0.001                       |
| Knowledge division                  | 0.33        | 0.01                   | 0.86         | 21.14          | 0.001                       |
| level of meaningfulness of<br>ANOVA | 0.00<br>1   | r<br>coefficient       | 0.860        | R-<br>Adaptive | 0.737                       |

As it can be seen, the level of meaningfulness is equal to 0.000 that is less than 0.05 and indicates that there is a linear relationship between knowledge division and participatory management. R-adaptive is equal to 0.737, which shows that 74% of the participatory management changes can be made by knowledgedivision. In addition, correlation coefficient of 0.860 shows the rate of the role of independent variable of knowledge sharing in prediction of dependent variable of participatory management. With regard to being positive of the coefficients, it can be said that the relationship between these variables is positive. It means that when one of them increases, the other one increases too. Based on the obtained results, analysis of above-mentioned hypothesis is proved.

The regression equation is as follows: participatory management + knowledge division= 1.87+0.33

**Hypothesis 3: there is a meaningful relationship between knowledge creating and participatory management in Bank Melli of RazaviKhorasan Province.**

Table 3 Regression test of hypothesis 3

|                                     | nonstandard |                        | standar<br>d | t-test         | level of meaningfulne<br>ss |
|-------------------------------------|-------------|------------------------|--------------|----------------|-----------------------------|
|                                     | $\beta$     | standard<br>error (SE) | $\beta$      |                |                             |
| constant value                      | 2.03        | 0.04                   |              | 48.23          | 0.001                       |
| Knowledge creating                  | 0.26        | 0.01                   | 0.84         | 19.64          | 0.001                       |
| level of meaningfulness of<br>ANOVA | 0.00<br>0   | r<br>coefficient       | 0.842        | R-<br>Adaptive | 0.708                       |

As it can be seen, the level of meaningfulness is equal to 0.000 that is less than 0.05 and indicates that there is a linear relationship between knowledge creating and participatory management. R-adaptive is equal to 0.708, which shows that 71% of the participatory management changes can be made by knowledge creating. In addition, correlation coefficient of 0.842 shows the rate of the role of independent variable of knowledge creating in prediction of dependent variable of participatory management.



The regression equation is as follows: participatory management + knowledge creating = 2.03+0.26

**Hypothesis 4: there is a meaningful relationship between knowledge transfer and participatory management in Bank Melli of RazaviKhorasan Province.**

Table 4 Regression test of hypothesis 4

|                                     | nonstandard |                        | standar<br>d | t-test         | level of meaningfulne<br>ss |
|-------------------------------------|-------------|------------------------|--------------|----------------|-----------------------------|
|                                     | $\beta$     | standard<br>error (SE) | $\beta$      |                |                             |
| constant value                      | 1.93        | 0.03                   |              | 52.92          | 0.001                       |
| Knowledge transfer                  | 0.30        | 0.01                   | 0.89         | 25.40          | 0.001                       |
| level of meaningfulness of<br>ANOVA | 0.00<br>0   | r<br>coefficient       | 0.896        | R-<br>Adaptive | 0.802                       |

As it can be seen, the level of meaningfulness is equal to 0.000 that is less than 0.05 and indicates that there is a linear relationship between knowledge transfer and participatory management. R-adaptive is equal to 0.802, which shows that 80% of the participatory management changes can be made by knowledge creating. In addition, correlation coefficient of 0.896 shows the rate of the role of independent variable of knowledge transfer in prediction of dependent variable of participatory management.

The regression equation is as follows: participatory management + knowledge transfer = 1.93+0.30

**Hypothesis 5: there is a meaningful relationship between knowledge sharing and organizational culture in Bank Melli of RazaviKhorasan Province.**

Table 5 Regression test of hypothesis 5

|                                     | nonstandard |                        | standar<br>d | t-test         | level of meaningfulne<br>ss |
|-------------------------------------|-------------|------------------------|--------------|----------------|-----------------------------|
|                                     | $\beta$     | standard<br>error (SE) | $\beta$      |                |                             |
| constant value                      | 1.56        | 0.07                   |              | 20.55          | 0.001                       |
| Knowledge sharing                   | 0.38        | 0.02                   | 0.79         | 16.18          | 0.001                       |
| level of meaningfulness of<br>ANOVA | 0.00<br>0   | r<br>coefficient       | 0.790        | R-<br>Adaptive | 0.621                       |

As it can be seen, the level of meaningfulness is equal to 0.000 that is less than 0.05 and indicates that there is a linear relationship between knowledge transfer and organizational culture. R-adaptive is equal to 0.621, which shows that 62% of the organizational culture changes can be made by knowledge sharing. In addition, correlation coefficient of 0.790 shows the rate of the role of independent variable of knowledge sharing in prediction of dependent variable of organizational culture.

The regression equation is as follows: participatory management + knowledge sharing = 1.56+0.38

**Hypothesis 6: there is a meaningful relationship between knowledge sharing and organizational culture in Bank Melli of RazaviKhorasan Province.**

Table 6 Regression test of hypothesis 6

|                                     | nonstandard |                        | standar<br>d | t-test         | level of meaningfulne<br>ss |
|-------------------------------------|-------------|------------------------|--------------|----------------|-----------------------------|
|                                     | $\beta$     | standard<br>error (SE) | $\beta$      |                |                             |
| constant value                      | 1.80        | 0.05                   |              | 32.55          | 0.001                       |
| Knowledge sharing                   | 0.33        | 0.01                   | 0.82         | 18.08          | 0.001                       |
| level of meaningfulness of<br>ANOVA | 0.00<br>0   | r<br>coefficient       | 0.821        | R-<br>Adaptive | 0.672                       |

As it can be seen, the level of meaningfulness is equal to 0.000 that is less than 0.05 and indicates that there is a linear relationship between knowledge sharing and organizational culture. R-adaptive is equal to 0.672, which shows that 67% of the organizational culture changes can be made by knowledge creating. In addition, correlation coefficient of 0.821 shows the rate of the role of independent variable of knowledge sharing in prediction of dependent variable of organizational culture.

The regression equation is as follows: participatory management + knowledge sharing = 1.80+0.33

**Hypothesis 7: there is a meaningful relationship between knowledge creating and organizational culture in Bank Melli of RazaviKhorasan Province.**

Table 7 Regression test of hypothesis 7

|                                     | nonstandard |                        | standar<br>d | t-test         | level of meaningfulne<br>ss |
|-------------------------------------|-------------|------------------------|--------------|----------------|-----------------------------|
|                                     | $\beta$     | standard<br>error (SE) | $\beta$      |                |                             |
| constant value                      | 1.95        | 0.04                   |              | 40.82          | 0.001                       |
| Knowledge creating                  | 0.27        | 0.01                   | 0.81         | 17.93          | 0.001                       |
| level of meaningfulness of<br>ANOVA | 0.00<br>0   | r<br>coefficient       | 0.819        | R-<br>Adaptive | 0.669                       |

As it can be seen, the level of meaningfulness is equal to 0.000 that is less than 0.05 and indicates that there is a linear relationship between knowledge creating and organizational culture. R-adaptive is equal to 0.669, which shows that 67% of the organizational culture changes can be made by knowledge creating. In addition, correlation coefficient of 0.819 shows the rate of the role of independent variable of knowledge creating in prediction of dependent variable of organizational culture.

The regression equation is as follows: participatory management + knowledge creating = 1.95+0.27

**Hypothesis 8: there is a meaningful relationship between knowledge transfer and organizational culture in Bank Melli of RazaviKhorasan Province.**

Table 8 Regression test of hypothesis 8

|                                     | nonstandard |                        | standar<br>d | t-test         | level of meaningfulne<br>ss |
|-------------------------------------|-------------|------------------------|--------------|----------------|-----------------------------|
|                                     | $\beta$     | standard<br>error (SE) | $\beta$      |                |                             |
| constant value                      | 1.78        | 0.03                   |              | 54.54          | 0.001                       |
| Knowledge transfer                  | 0.33        | 0.011                  | 0.92         | 31.22          | 0.001                       |
| level of meaningfulness of<br>ANOVA | 0.00<br>0   | r<br>coefficient       | 0.928        | R-<br>Adaptive | 0.860                       |

As it can be seen, the level of meaningfulness is equal to 0.000 that is less than 0.05 and indicates that there is a linear relationship between knowledge transfer and organizational culture. R-adaptive is equal to 0.860, which shows that 86% of the organizational culture changes can be made by knowledge transfer. In addition, correlation coefficient of 0.928 shows the rate of the role of independent variable of knowledge transfer in prediction of dependent variable of organizational culture.

The regression equation is as follows: participatory management + knowledge transfer = 1.78+0.33

**Hypothesis 9: there is a meaningful relationship between knowledge management and organizational culture in Bank Melli of RazaviKhorasan Province.**

Table 9 Regression test of hypothesis 9

|                                     | nonstandard |                        | standar<br>d | t-test         | level of meaningfulne<br>ss |
|-------------------------------------|-------------|------------------------|--------------|----------------|-----------------------------|
|                                     | $\beta$     | standard<br>error (SE) | $\beta$      |                |                             |
| constant value                      | 1.67        | 0.04                   |              | 36.21          | 0.001                       |
| Knowledge management                | 0.36        | 0.01                   | 0.88         | 24.37          | 0.001                       |
| level of meaningfulness of<br>ANOVA | 0.00<br>0   | r<br>coefficient       | 0.889        | R-<br>Adaptive | 0.789                       |

As it can be seen, the level of meaningfulness is equal to 0.000 that is less than 0.05 and indicates that there is a linear relationship between knowledge management and organizational culture. R-adaptive is equal to 0.789, which shows that 79% of the organizational culture changes can be made by knowledge management. In addition, correlation coefficient of 0.889 shows the rate of the role of independent variable of knowledge management in prediction of dependent variable of organizational culture.

The regression equation is as follows: participatory management + knowledge management = 1.67+0.36

**Hypothesis 10: there is a meaningful relationship between knowledge management and participatory management in Bank Melli of RazaviKhorasan Province.**

Table 10 Regression test of Hypothesis 10

|  | nonstandard | standar<br>d | t-test | level of meaningfulne<br>ss |
|--|-------------|--------------|--------|-----------------------------|
|--|-------------|--------------|--------|-----------------------------|



|                                  | $\beta$   | standard error (SE) | $\beta$ |                |       |
|----------------------------------|-----------|---------------------|---------|----------------|-------|
| constant value                   | 1.79      | 0.04                |         | 42.19          | 0.001 |
| Knowledge management             | 0.34      | 0.01                | 0.89    | 25.11          | 0.001 |
| level of meaningfulness of ANOVA | 0.00<br>0 | r<br>coefficient    | 0.894   | R-<br>Adaptive | 0.798 |

As it can be seen, the level of meaningfulness is equal to 0.000 that is less than 0.05 and indicates that there is a linear relationship between knowledge management and participatory management. R-adaptive is equal to 0.798, which shows that 80% of the organizational culture changes can be made by knowledge creating. In addition, correlation coefficient of 0.894 shows the rate of the role of independent variable of knowledge management in prediction of dependent variable of participatory management.

The regression equation is as follows: participatory management + knowledge management = 1.79+0.34

**Hypothesis 11: there is a meaningful relationship between participatory management and organizational culture in Bank Melli of RazaviKhorasan Province.**

Table 11 Regression test of hypothesis 11

|                                  | nonstandard |                     | standar<br>d | t-test         | level of meaningfulne<br>ss |
|----------------------------------|-------------|---------------------|--------------|----------------|-----------------------------|
|                                  | $\beta$     | standard error (SE) | $\beta$      |                |                             |
| constant value                   | 0.37        | 0.14                |              | 2.55           | 0.001                       |
| Participatory management         | 0.85        | 0.05                | 0.79         | 16.72          | 0.001                       |
| level of meaningfulness of ANOVA | 0.00<br>0   | r<br>coefficient    | 0.799        | R-<br>Adaptive | 0.637                       |

As it can be seen, the level of meaningfulness is equal to 0.000 that is less than 0.05 and indicates that there is a linear relationship between participatory management and organizational culture. R-adaptive is equal to 0.637, which shows that 64% of the organizational culture changes can be made by participatory management. In addition, correlation coefficient of 0.799 shows the rate of the role of independent variable of participatory management in prediction of dependent variable of organizational culture.

The regression equation is as follows: participatory management + participatory management= 0.37+0.87

#### 4- Conclusions

After processing the data by the statistical tools and softwares, the following results were obtained which can emphasize on confirmation or rejection of the hypotheses in the study. In order to test the hypotheses, simple regression test has been used. The results obtained are as follows:

- There is a meaningful relationship between knowledge sharing and participatory management in Bank Melli of RazaviKhorasan Province. This hypothesis states that there is a direct relationship between knowledge sharing and participatory management. Findings confirm this hypothesis with a relationship level of 0.779 as well as level of meaningfulness less than 0.05 and showed that knowledge sharing makes 60% of participatory management changes. This result indicates that there is a direct and meaningful relationship between knowledge sharing

and participatory management and the richer the knowledge sharing will be, the better participatory management will be.

- There is a meaningful relationship between knowledge division and participatory management in Bank Melli of RazaviKhorasan Province. This hypothesis states that there is a direct relationship between knowledge division and participatory management. Findings confirm this hypothesis with a relationship level of 0.760 as well as level of meaningfulness less than 0.05 and showed that knowledge division makes 74% of participatory management changes. This result indicates that there is a direct and meaningful relationship between knowledge division and participatory management and the richer the knowledge division will be, the better participatory management will be.
- There is a meaningful relationship between knowledge creating and participatory management in Bank Melli of RazaviKhorasan Province. This hypothesis states that there is a direct relationship between knowledge creating and participatory management. Findings confirm this hypothesis with a relationship level of 0.842 as well as level of meaningfulness less than 0.05 and showed that knowledge creating makes 71% of participatory management changes. This result indicates that there is a direct and meaningful relationship between knowledge creating and participatory management and the richer the knowledge creating will be, the better participatory management will be.
- There is a meaningful relationship between knowledge transfer and participatory management in Bank Melli of RazaviKhorasan Province. This hypothesis states that there is a direct relationship between knowledge transfer and participatory management. Findings confirm this hypothesis with a relationship level of 0.896 as well as level of meaningfulness less than 0.05 and showed that knowledge transfer makes 80% of participatory management changes. This result indicates that there is a direct and meaningful relationship between knowledge transfer and participatory management and the richer the knowledge transfer will be, the better participatory management will be.
- There is a meaningful relationship between knowledge sharing and organizational culture in Bank Melli of RazaviKhorasan Province. This hypothesis states that there is a direct relationship between knowledge sharing and organizational culture. Findings confirm this hypothesis with a relationship level of 0.790 as well as level of meaningfulness less than 0.05 and showed that knowledge sharing makes 62% of organizational culture changes. This result indicates that there is a direct and meaningful relationship between knowledge sharing and organizational culture and the richer the knowledge sharing will be, the better organizational culture will be.
- There is a meaningful relationship between knowledge division and organizational culture in Bank Melli of RazaviKhorasan Province. This hypothesis states that there is a direct relationship between knowledge division and organizational culture. Findings confirm this hypothesis with a relationship level of 0.821 as well as level of meaningfulness less than 0.05 and showed that knowledge division makes 67% of organizational culture changes. This result indicates that there is a direct and meaningful relationship between knowledge division and organizational culture and the richer the knowledge division will be, the better organizational culture will be.
- There is a meaningful relationship between knowledge creating and organizational culture in Bank Melli of RazaviKhorasan Province. This hypothesis states that there is a direct relationship between knowledge creating and organizational culture. Findings confirm this hypothesis with a relationship level of 0.819 as well as level of meaningfulness less than 0.05 and showed that knowledge creating makes 67% of organizational culture changes. This result indicates that there is a direct and meaningful relationship between knowledge creating and organizational culture and the richer the knowledge creating will be, the better organizational culture will be.

- There is a meaningful relationship between knowledge transfer and organizational culture in Bank Melli of RazaviKhorasan Province. This hypothesis states that there is a direct relationship between knowledge transfer and organizational culture. Findings confirm this hypothesis with a relationship level of 0.928 as well as level of meaningfulness less than 0.05 and showed that knowledge transfer makes 86% of organizational culture changes. This result indicates that there is a direct and meaningful relationship between knowledge transfer and organizational culture and the richer the knowledge transfer will be, the better organizational culture will be.
- There is a meaningful relationship between knowledge management and organizational culture in Bank Melli of RazaviKhorasan Province. This hypothesis states that there is a direct relationship between knowledge management and organizational culture. Findings confirm this hypothesis with a relationship level of 0.899 as well as level of meaningfulness less than 0.05 and showed that knowledge management makes 79% of organizational culture changes. This result indicates that there is a direct and meaningful relationship between knowledge management and organizational culture and the richer the knowledge management will be, the better organizational culture will be.
- There is a meaningful relationship between knowledge management and participatory management in Bank Melli of RazaviKhorasan Province. This hypothesis states that there is a direct relationship between knowledge management and participatory management. Findings confirm this hypothesis with a relationship level of 0.894 as well as level of meaningfulness less than 0.05 and showed that knowledge management makes 80% of participative management changes. This result indicates that there is a direct and meaningful relationship between knowledge management and participatory management and the richer the knowledge management will be, the better participatory management will be.
- There is a meaningful relationship between participatory management and organizational culture in Bank Melli of RazaviKhorasan Province. This hypothesis states that there is a direct relationship between participatory management and organizational culture. Findings confirm this hypothesis with a relationship level of 0.799 as well as level of meaningfulness less than 0.05 and showed that participatory management makes 64% of organizational culture changes. This result indicates that there is a direct and meaningful relationship between participatory management and organizational culture and the richer the participatory management will be, the better organizational culture will be.

##### **5- Suggestions for Further Research**

With regard to the results of research that confirmed the existing relationship between knowledge management and participatory management based on the moderating role of organizational culture in Bank Melli of RazaviKhorasan Province, following suggestions are offered in order to improve the participatory management indicators in Bank Melli of RazaviKhorasan Province. These suggestions primarily focus on the knowledge management process in Bank Melli of RazaviKhorasan Province because despite a meaningful positive relationship with participatory management, improvement in the process of knowledge management improves the participatory management indicators. In this regard, some guidelines, procedures, and instructions should be provided for extracting and documenting the knowledge. Moreover, a plan should be prepared for capturing the elites and specialists as the employees in organizations. In order to improve the situation of the organizational knowledge, it is suggested that the knowledge products of other organizations and research centers should be used. For improving the knowledge management processes, information technology and communication should be used for sharing and distributing knowledge. There should be processes of knowledge sharing in organizations. Meetings, conferences, and seminars are useful for sharing knowledge. Reinforcement of knowledge sharing culture is very important in this regard. Culture of knowledge sharing can provide a bed for the people who are interested in knowledge dissemination without considering the size of organization or company. Organizational culture plays a key role in improving the impact of knowledge

management in the participatory management. In order to improve the culture of knowledge sharing, a structured plan must be followed. These elements that must be considered by the managers, are useful only if managers tend to reconstruct the culture of knowledge sharing. These factors include stimulating the need to share knowledge, enhancing the level of trust, avoiding excessive accumulation of information, using appropriate tools, small problem reports, etc. When knowledge sharing is considered as a norm for the organization, the organization's staff should be prepared to publish the relevant information based on a particular system. For this purpose, they must be aware of the way knowledge sharing has been useful for the organizations in the past through the case studies and reporting best procedures. Moreover, employees should be trained for using the tools of knowledge sharing which are applied in the companies. Considering rewards after knowledge sharing, can be a viable solution. One of the most vital elements of a successful knowledge sharing culture is trust. Trust between the employees helps them to share their experiences and knowledge without any concern. In addition, considering participatory management indicators in the organization can be useful. Participation of employees in organizational decision-making, using their creative ideas, clear expression of organizational expectations, clear expression of organizational threats in planning and etc. are useful solutions among others for improving participation in an organization.

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