

Research Article

STUDY OF THE RELATIONSHIP BETWEEN THE ORGANIZATIONAL CULTURE AND KNOWLEDGE SHARING IN THE LORESTAN PETROCHEMICAL COMPANY

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ABSTRACT

Toffler believes that in today's ultra-symbolic economy, knowledge and science as the most important power resources will replace the health and violence existed in the past periods. The present research is based on the applied purpose, and the data collection is descriptive of the co-relation kind in which the relation between variable will be analyze based on the research goal which is specifically on the basis of the Pearson's correlation coefficient. In the present research, the standard tools like Hofstad organizational culture questionnaire have been used. Also, for the repeatability of the compound variables, the Cronbakh alpha was used. In this research, not only the subjective literature is review but also the correlation between two structures named organizational culture and knowledge sharing is explained. In fact, the applied strategy in this research, modeling or designing the conceptual framework is an abstraction process (qualitative research method) which finally shows the application of a mixed or combined research method in this study. The results of the statistical analysis in this article show that there is a meaningful relationship between the knowledge sharing and organizational culture of personnel.

Keywords: *Knowledge Sharing, Organizational Culture, Learning Organization, Knowledge Management*

To compete with other organizations, an organization should learn to apply its knowledge better, quicker and broader than the other companies throughout its own organization. Today organization and its staff should adapt themselves to the new situations so that they can be able to do their activities in an environment that shape their behaviour and structure (Hofsted, 2001). Knowledge is the only source that its value increases over time (Tropes et al, 2000: 10-20). Today knowledge and innovation are the most important strategic sources in the organization (Etezkan, 2000) so that by using this knowledge creatively, the acquirement, attraction and development of the new knowledge for the organizations will be an advantage to compete (Dowel & Snaeeman, 2005). By the means of this source, most of the organization such as Xerox, I,B,M, Microsoft, Shell, BRITISH Telecom, Mitsubishi can acquire a constant competitive privilege (Fernanz et al,2004). So managers should encourage their staff to share their knowledge. The result is that the knowledge of this staff will increase and an organizational knowledge will be created throw peoples interactions (Behat, 2002). Knowledge is not ever static but it has the dynamic essence (Lamcen et al, 2000). Being dynamic means that the knowledge and information trend should develop throughout the organization without any obstacle (Howang, 2008). Learning can be as a prophesier for the knowledge creation (Lee &Choy, 2003). Most people consider the organizational learning as the management goal (King, 2009). To understand organizations and the behaviour and performance of the staff, understanding the culture is a fundamental step.

THEORETICAL AND EXPLANATION

Organizational culture

Farhang (culture) is a compound, Persian word composed of (far) and (hang). (Far) is a prefix meaning upward and (hang) has a THANGE root meaning weighing. Their compound meaning lexically means

Research Article

drawing up and drawing out (Pourkazemi & shakeri Navaee, 2003:39). Culture is one of the abstract concepts which have found different applications in the social and academic circles (Divan, 2012: 8). From the view point of the organization, culture has been interpreted as a firm chain that brings about the stability of the organization (Beidokhti, 1999:7). Most organization believe that they acquire management knowledge just by employing communicational and informational software and innovation. But as the experience shows that as long as the individuals of an organization are not encouraged to share knowledge to make an appropriate culture, the wont be so much successful to implement the knowledge management (Hossieni & Pour Asadi, 2010:79).

The organizational culture is the life style of an organization; since the major source for any organization is its human resource, the individual performance in the organization is the affected by organizational culture (Ziaee et al, 2011: 50). Values constitute the main core of the organizational culture so that the organizational parts are all correlated; according to these values, the behaviour inside the organization will be shaped (Haji Karimi, 2002:108). culture is important because any action without awareness of the cultural forces can give rise to unwanted and unpredicted outcomes; by the combination of the two words of culture and organization, a new thought appears that none of them bears this thought alone, organization is a metaphor for order and discipline; while the cultures elements are not regular. Culture helps to create mysterious relations to talk about everything in the organization except the technical issues.

The organizational culture is an important factor having a crucial effect on the knowledge management. The knowledge management should be protected in a cultural bed of knowledge share because the organizational culture and the organizational trust are the components of the organizational knowledge development (figalo, 2002). The research indicates that the most important obstacle to implement the effective knowledge management in organization is the lack of knowledge share culture and along with lack of understanding the numerous advantages of the knowledge management among the staff (Rahnavard & sadr, 2009:53). But the experimental researches concerning the special cultural variables enforcing and developing the knowledge management are not so much (Oliver & Candadi, 2006). The organizational cultural environment will put the deepest and the most widespread effect on the social behaviour of the most members in the organization; knowledge is a social phenomenon, knowledge development does not occur automatically but it require proper bed (Rabins, 2005:58).

Halsted specified the culture in five main extents according to the scientific researches in 1973 – 1978 entitled (culture achievements):

1. Power distance: that shows the hierarchies and unequal distribution of the forces;
2. Uncertainty avoidance: the level that people agree and disagree with uncertainty and structures having low numbers;
3. Individualism: the level that people depend on and think of themselves in an organized group;
4. Gender: a factor that results in quarrel and reflects hardness against softness and resistance against affection in a culture;
5. Short term and long term tendencies: in this research the organizational cultural model of Hatred's has been studied.

Knowledge

Knowledge includes, ideas, thoughts, understanding the learn lessons over time. knowledge is understood and the individual acquires it throw experience, argument, insight, learning, reading, and listening when we share knowledge with others, the knowledge develops; and when the individual knowledge combines with the others', a new knowledge will be created. Knowledge has an individual essence because it is correlated to their values, beliefs, and understanding towards others and the world. In addition, knowledge appears in the field of interpersonal relationship. Knowledge is richer and more meaningful than information (Norozian, 2005:25). in fact knowledge is an awareness created in an individual through studying, observing or experiencing during time towards the outer world and will be placed one step after information (Yamin Firouz,2008). Knowledge is a powerful source that enables the individuals and

Research Article

organization to achieve benefits such as learning improvement and optimum decision making (Albosaeedi et al, 2010).The organizational theorists emphasize solely on the scientific knowledge. Define the knowledge as the ability or the capacity of the effective action as well as the information as data which may help in an effective action to the institute (Nadi & Damadi, 2009).

Knowledge management

The fourth wave of the historical life of human is shaping with entrance to the virtual and digital age (based on digits), and new concepts like micro-society, knowledge-oriented economy, molecular management, quantum and knowledge management (Nadi et al, 2009). Knowledge management originates from industrial revolution of 18th and 19th centuries along with managerial thoughts which brought about increased productivity and industries development. It also refers to the science and the human minds capability within himself (Mounaverian , 2005). The growing use of knowledge in organization led to a phenomenon name knowledge management (Arandar & Fernands, 2002)

One of the main purposes of the managers in the use of knowledge management in organizations is to improve the knowledge share between individuals in the organization as well as people and organization in order to create a competitive privilege. The effective sharing knowledge between the organizational members leads to cost reduction in the knowledge production and guarantying the distribution of the best approaches inside the organization so that the organization can solve its problems .despite the increasing importance of sharing knowledge to compete in organization , lack of the proper knowing obstacles' and facilitators gives rise to some problems to achieved knowledge management goals by organization which the most important one is the knowledge share(Danaee Fard et al, 2011:64)

Sharing knowledge

Today the most important activity in the knowledge manage process is the knowledge transfer (Fourd, 2001). Sharing knowledge is an activity within which the individuals convey the knowledge together (Lee & Havamdeh, 2002:49).Sharing knowledge is a fundamental tool in the line of knowledge employment, creating innovation in the organization and finally reaching a competitive advantage (Sohrab Yourtchi, 2010:5). Sharing knowledge comprises of a set of behaviours including knowledge and information exchange and helping to the others in this field. Sharing knowledge resembles the organizational citizen behaviours which are performed voluntarily. One of the measurement ways of the knowledge management is through the sharing knowledge which is performed within the organization (Yosofi et al, 2010:26). In fact not a sharing knowledge occurs when the individuals tend to share their knowledge and experiences to others (Thange, 1994:123). In the traditional model organizational and individuals do not have any tendency to share an exchange their knowledge because instead of considering the knowledge as an organization source, they look at it as a power source for the personal interests and their own promotion. Managers often consider the knowledge as a source of power, influential lever, and a guarantee to sustain their jobs and they are not willing to share it with others. An organization which protects the information share and knowledge creation among its staff will be more able to define the effective processes and improve its own organizational performance. In an organization with the cultural knowledge exchange, people exchange their ideas because they know it as a natural resources rather than something obligatory. Therefore the members of the organization should have the incentive to exchange their knowledge (Goudarzi et al, 2008 as quoted by ASGARI, 2005)

Researcher have identified the factors like trust, guidance, technology and culture in the area of the knowledge management looking like the double edged sword meaning that it can both facilitate the activity of sharing knowledge and prevent them (Shmee Zanjaneet al, 2011:69)

Learning organization

Learning organization is an organization that all its goals and strategies and activities are in the line of the staff and organization so that on one hand the staff and organization can reach their goals through

Research Article

continuous learning and on the other hand it will be considered as a competitive advantage toward other competitors (Asmaelee Lahmeh, 2009). The learning organization that is an organization that facilitates the learning process for the all members and convey it constantly. Also it creates new views. This organization is a place in which the individuals constantly increase their capabilities in the line of what they wish to create; they learn the modern models of learning and learn how to achieve it. They try the experiences constantly, and relate them to the main purpose (Behrozi et al, 2009:20 was quoted by Karamati, 2005)

Since knowledge is subject to outdated, another important infra structure of the knowledge management is the learning organization is concept which will be produce by the knowledge management and it require continuous learning system design and in the organizational level .constant learning is the necessity of the knowledge management because without learning, knowledge will not be created (Adli, 2005). On the other hand the learning organization will study the present information in the environment and produce their information and encourage the individuals to share their knowledge. The learning requires that the individuals convey their knowledge so that the other members can benefit from this positive knowledge. Moreover organization first should identify, store, classify, and distribute, the knowledge (Anvari Rostami & shahae, 2009:4)

We never be able to draw a diagram from a learning organization. also there is not a predetermine structure that we draw it on the paper and there is not any chart of system and process that can be use as a formula for other organizations above all the learning organization are not alike (Raste Moghadam, 2005:15).

Research background

Amin Bydokhti et al (2003) studied the relationship and knowledge management in the educational office in the Semnan city .this is a descriptive –correlated research. the population statistical is all the managers and vice-manager in the state elementary , guidance , high school and university for boys and girls with 186 number. The required statistical sampling volume was determined by a stratified random manner and based on the Morgan table to compile the data, in this research, two organizational culture questionnaire of Camron Lavson were used. To analyze the information, we used statistical tests of the Pearson correlational coefficient, regression analysis student T-test and one-way variance analysis. The result of the main hypothesis shows that is a positive and meaningful relationship between the organizational culture and knowledge management. Also the results of other hypothesis show that there is a positive and meaningful relationship between all kind of the organizational culture and knowledge management. Therefore, it can be stated that the organizational culture is one of the most important tools to implement the successful knowledge management in the management in the organizations.

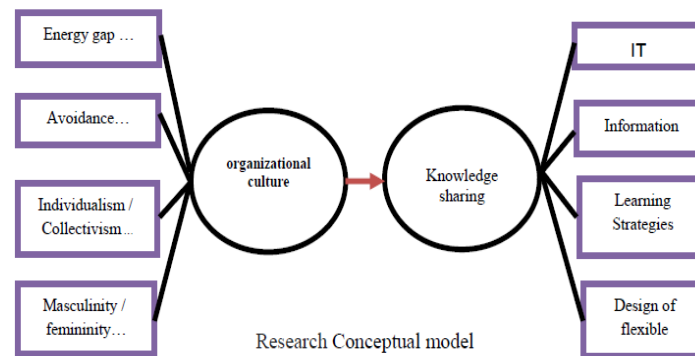
Rahnavard and Sadr (2009) are searching the evaluation of the sharing to the organizational factors in the state in the article of the relationship of the culture of the staff sharing knowledge and the organizational factors. First we collected the organizational factors related to the knowledge sharing through a questionnaire by the field method as well as gathering the information in the state organizations with the current budget of Ghazvin province and then evaluated their relationship with the cultural sharing knowledge through the co- relational analysis. According to the findings, this research is commitment of the management to the knowledge sharing, existing the suitable technology to share the knowledge, reliability, organizational size, social interaction space, reward structure and difference in the communicational situation which shows the meaningful relationship with the cultural of sharing knowledge in the state system with current budget in the Gazvin province.

Al-alavi et al (2007) studied the effective factors on the knowledge sharing and its relationship with the organizational culture in some private and public companies in Bahrain. The effective factors on the organizational culture in this research include: reliability, communication between personnel's, information system. Reward and organizational structure. The result shows that all the variables have a positive effect on the knowledge sharing.

Research Article

The research conceptual model

This research after the review of literature tries to determine correlation to between the organizational culture and knowledge sharing. in fact the strategy of this research is the modeling or the conceptual design using subjective literature and abstraction process and correlational analysis to determine the relationship between the component that show the research method altogether. the necessity for the learning in the organization is that the individual knowledge to be conveyed to the others so that they can use it to perform the activities in the organization .in other word knowledge management and learning organization are correlated (Anvaree Rostami & Shahae, 2009:13) based on the concepts presented, the research conceptual model will be determined as follows :



METHODOLOGY

By methodology meaning that what research method has been used to study the special subject. Selecting the research method depends on the goals and essence as well as the executive facilities. When the nature of the research, goals and the range extent is determined we can decide on the research. In other words the purpose of selecting the research method is that the researcher determines that what method should be taken to reach him faster, easier. Cheaper, exacter to the question(s) .(

The correlation an analyses include all methods which try to determine the relationship different variables using the regression model. The purpose of correlational analysis method is to study the changes in one or more variables within one or more other variables. This research method simply studies the correlational ratios and the relationship between the variables. It is used the number of variables in the testing situation is too much and the cause and effect relationships are not necessarily identified but the only goals is that which variable relatively positive or negative (Naderee & Siefe Naraghi, 1997). These researches generally seek to answer the following questions :

First is there any relationship between the two groups of test information? Second I, is the correlation positive or negative. In a positive correlation, the two groups of information are in one direction so that if there is an increase in first group, the second group will also increase. But in a negative relationship, the two groups are in an opposite direction meaning that the increase in the first group will decrease the information in the second group. The third question is that how is the size of this correlation? Therefore the correlation which is expressed by (R) is an exact index showing the relationship between different variables .

Case Study

Lorestan petrochemical company is member of BAKHTAR Holding Company that exists in 12-kilometer form Khoramabad city. In this company 65 employee are worked .

Statistical sampling and population

Statistical Population includes all the individuals and things having measurable and homogeneous features. The statistical sampling selected from this population and the result was generalized to that

Research Article

population (Shaporian, 1991: 41) . There are two kinds of statistical population: limited population and unlimited population; the limited population has some fixed and limited components while the unlimited population is not clear (Venus et al, 2009)

The research statistical population includes all the personal in Lorestan petrochemical Company numbered 65; due to the small size of the sampling, instead of sampling we have used census .

Research variables

Independent variable: it is a feature of the social or physical which after selecting and involvement by the researcher, the effect of a variable on another variable is noticed. The independent variable in this research is the organizational culture .

Dependent variable: it is a variable whose changes are affected by the independent variable. The dependent variable in this research is the knowledge share .

Reliability

In the research Reliability, it is tried to determine if the results obtained by a special tool are from a reliable tool? It means that how exact the measurement tool has evaluated the case and if the related measurement is repeated under the same conditions, do we have the previous results? The key problem in this research is the result Reliability: the research is Reliability when it is stable meaning that similar repetitions should have similar results (Mirzaee, 2009:240). Therefore, it is clear that Reliability is a quantitative and technical issue indicating that how accurate the measurement tool is. The most important methods are: 1. retrial method, 2. parallel method with counterpart test, 3.splitting method 4. Constant coefficient method 5. Richardson method: 6. Alpha Cronbakh. Most of these methods can be calculated by SPSS. But since the Cronbakh method is more general, the Alpha Cronbakh method has been used in this research for the Reliability of the compound variables. The results are as follows:

$$\alpha = \left(\frac{k}{k-1} \right) \left(1 - \frac{\sum_{i=1}^k s_i^2}{\sigma^2} \right)$$

K is the number of the questions in the questionnaires s_i^2 is the variance of the ith question and σ^2 is the total questions. Of course, most of the researches say when the questionnaire is Reliability that the obtained amount of Alpha is more than 7%: the closer it is to 1, more Reliability it is. it is clear that if Alpha is small, it should be studied that by removing what question we can increase the this amount. It should be noted that in the human science researches. The Alpha coefficient higher than 75% is acceptable (Azar & Mouni, 2002). Therefore, as the total Alpha in the both questionnaire of the organizational culture and knowledge sharing is more than 75%: so we can consider the Reliability of the questionnaire as desired.

DATA ANALYSIS AND DISCUSSION

Data Normalizing Test

To use the statistical techniques, first it should be clear that if the random variable of the present research has a normal distribution? Because if they are normal, data distribution to testify the hypothesis can use the parametric test and if it is not normal we can use non-parametric test:

$$\begin{cases} H_0 = \text{data has a normal distribution} \\ H_1 = \text{data do not have a normal distribution} \end{cases}$$

The above mention hypothesis for the research variables were studied through Kolmogorov–Smirnov test the result is shown in the following table.

Research Article

Table 1: Kolmogorov–Smirnov test for normalizing assumption of the dependent variables

Variable names	Number	Mean	Standard deviation	Coefficient K-S	Significant level	Status Variable
Knowledge Sharing	65	3.5269	0.30582	1.195	0.115	Normal
IT	65	3.6346	0.64359	1.256	0.085	Normal
Organizational Trust	65	3.5138	0.57984	0.853	0.46	Normal
Organizational Learning	65	3.4974	0.7549	0.78	0.578	Normal
Organizational structure	65	3.4615	0.77211	1.019	0.25	Normal

Table 1 shows that the research variables in an acceptable level (95%) is normal. In Kolmogorov–Smirnov test, the zero assumption for the test is that the observational distribution is a clear distribution that agrees with the special distribution.

According to the test result, any variable which its meaningful level is more than 5%, its normalizing assumption is acceptable but if it is less than 5%, the zero assumption is not acceptable. Now according to the above mentioned descriptions and the output of table 1 we can conclude that the variables of knowledge sharing have a normal distribution due to having a meaningful level more than 5%.

The first main hypothesis; there is a meaningful difference between the present situation and the desired situational the organizational culture in the petrochemical company of Lorestan.

To testify this hypothesis, we used the parametric statistical test of student T.

$$\begin{cases} H_0 : \mu \leq 3 \\ H_1 : \mu > 3 \end{cases}$$

Since the error percentage $\alpha = \% 05$ and the reliability level is 95% and as $(1 - \alpha)$ for this hypothesis is 65, the freedom degree equals to: $df = n - 1 = 64$. Therefore, the test ratio in the (α) error level equals to: $\frac{t_{\alpha}}{2} = 1.96$.

Also the amount of observe test will be obtained through the following formula:

$$T = \frac{\bar{x} - 3}{s / \sqrt{n}} = 18.723$$

The result will be as follows:

Table 2 – T student test for the assumption test

	One-Sample Test					
	Test Value = 3					
	t	Df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
Lower					Upper	
organizational culture	18.723	64	0.00	0.56415	0.5040	0.6243

According to the result in table to, the test statistics equals to (18.723) which is larger than the statistics in table (1.96). therefore, since the calculated statistics in the error level of 05% and the freedom degree of 64 is bigger than the ratio of the table (1.96 < 18.723) we can state that the acquired ratio is located in the critical area and the zero assumption will be rejected; it means that there is a meaningful difference between the present situation of the organizational culture of the petrochemical company of Lorestan which was based on the reliability of 95% (shown in table 2 that the organizational culture in this company on average is higher than desired situation).

So, we will have for the sub-hypotheses of the main hypothesis:

Table 3, the follow up of table 2 in relation to the components of organizational culture

	One-Sample Test					
	Test Value = 3					
	T	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
Lower					Upper	
Individualism	9.175	64	0.00	0.54769	0.4284	0.6669
Authoritarianism	9.852	64	0.00	0.50769	0.4047	0.6106
Masculinity / femininity	10.652	64	0.00	0.55077	0.4475	0.6541
Energy gap	11.230	64	0.00	0.61846	0.5084	0.7285
Avoidance	8.068	64	0.00	0.59615	0.4485	0.7438

Research Article

According to results of student T test in table 3 we can conclude that the status of all parameters included in the above mentioned table such as individualism, Authoritarianism, gender, power distance and avoidance are desired.

Second main hypothesis: there is not a meaningful difference between the present situation and the knowledge sharing situation in the petrochemical company of Lorestan.

Table 4, student T test related to the desirability of knowledge share
One-Sample Test

	Test Value = 3					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
knowledge sharing	13.889	64	0.00	0.52686	0.4511	0.6026

According to the results from table 4 the test statistics equals to (18.890) which is larger than the statistics in table (1.96). therefore, since the calculated statistics in the error level of 05% and the freedom degree of 64 is bigger than the ratio of the table (1.96 < 13.890) we can state that the acquired ratio is located in the critical area and the zero assumption will be rejected; it means that there is a meaningful difference between the present situation of the knowledge share of the petrochemical company of Lorestan.

So, we will have for the sub-hypotheses of the main hypothesis:

Table 5, the follow up of table 4 concerning the components of sharing knowledge
One-Sample Test

	Test Value = 3					
	T	Df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
IT	7.950	64	0.00	0.63462	0.4751	0.7941
Trust	7.145	64	0.00	0.51385	0.3702	0.6575
Learning	5.313	64	0.00	0.49744	0.3104	0.6845
Organizational structure	4.819	64	0.00	0.46154	0.2702	0.6529

As shown in table 5, all parameters of sharing knowledge are in a desired manner.

Third hypothesis: organizational culture does not have a meaningful effect of the sharing knowledge.

Table 6, the table of variance analysis related to the simple linear regression model; the effect of organizational knowledge on the knowledge sharing

Model		Coefficients ^a			T	Sig.
		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta		
1	(Constant)	2.198	0.541	0.296	4.061	0.000
	Organizational culture	0.373	0.151		2.461	0.017

a. Dependent Variable: Knowledge sharing

according to table 6, it is obvious that the organizational culture has a positive %5 effect in a meaningful level on the knowledge sharing so that for a single unit change in the organizational culture, there will be added 0.296 unit knowledge sharing for the personnel of the Lorestan petrochemical company.

CONCLUSIONS AND SUGGESTIONS

1- Organizational culture questionnaire

the results of the first hypothesis show that the individualism rate in the organization as well as the tendency to perform the tasks alone are in an appropriate level; also, most people tend to participate in groups or pairs. The results of the second hypothesis show that the authoritarianism status in the organization is in a good condition and most of the decisions are not in hierarchical manner; they are made in a cooperative manner. Today is the world of organizations and humans are their guardians. This is against what was considered two decades ago which the organizations were regarded as the intellectual tools the create cooperation as well as to control the individuals to fulfil the organizational goals. Therefore, today it is believe that the human resources are the most important resource for the organizations. So, it is natural to pay much attention to them because every individual in the organization should have both motivation and drive to show a suitable behaviour in the line of fulfilling the organizational goals. Hence, we recommend the Lorestan petrochemical company to involve the individuals more in the organizational decisions and make the most of their views as well as to establish team works to cooperate more. The results of the third hypothesis show that most individuals believe that decisions should be made in cooperative manner and the dislike making decision individually. Managers can share their power with others including personnel. In the organizations having high showing powers, managers give their information which is in fact their power resource to the other organizational levels. The results of the fourth hypothesis indicate that in the present conditions, the standards and processes to perform the tasks in the organizations are in a desired manner.

2- Knowledge sharing questionnaire

The results of the first hypothesis show that the Lorestan petrochemical company is in a good condition in the terms of the proper usage as well as the optimum IT application. It should be noted that the today's ultra-industrial society is an informational community in which the force-ware technology will be replaced by the knowledge ware technology. Also, it is necessary for the organization to apply their new knowledge in a valid manner within a complex and dynamic environment. Therefore, the organizational

Research Article

management should be able to make rational decisions in the in important decisions and find the functional improvements based on the knowledge by being wise and knowledgeable. Hence, the organization should create an environment to share, convey, interact the knowledge among the members and teach the individuals to make their interactions meaningful which is one of its best approaches in the development of the infrastructure of the IT. The results of the second hypothesis in this part show that the Lorestan petrochemical company is in a desired condition. Knowledge sharing inside the organization is a crucial pre-condition to create information and experiences that the organization can use it. In this case using the clear language to convey knowledge, grant rewards to share knowledge, support the organizational culture, and convey it can be more effective. The results of the third hypothesis indicate that in the Lorestan petrochemical company, the organizational learning strategies are in good condition. Since conveying, creating and applying the knowledge requires the organizational culture in which individuals and groups tend to cooperate together and share their knowledge. The dominance of the individualism culture causes the individuals not to share their knowledge whereas cooperation, reliability and sharing knowledge among the personnel will increase the knowledge exchange. The emphasis on learning in the organizational culture can affect on the creational knowledge. Therefore, of the management and knowledge sharing, the learning culture in the organization should be developed; the necessary items for the constant learning should be provided. The results of the third hypothesis show that Lorestan petrochemical Company is very desirable in the field of organizational structure. Since the organizational culture can influence the employment of the human force, it seems necessary the organizational managers emphasize highly on the promotion of the effective indices of the organizational culture. since management's understanding and commitment is crucial in sharing knowledge, the top managers are recommended to formulate by-law entitled the development strategy and knowledge sharing in the organization and take the appropriate reward in to account for it.

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