Consideration of Relationship Between the Dimensions of Organizational Culture and Dimensions of Knowledge Management in Tehran Government Suspended of Iran. (Case Study)

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Abstract: In this research, the relation between the organizational culture and knowledge management in Tehran government suspended was studied. According to the importance of knowledge management, we studied the status of the mentioned organization in this regard. For this purpose, the cultural components related to this organization were investigated and after evaluating different factors and models, Hofstede's cultural model was chose which consists of four dimensions of power distance, uncertainty avoidance, collectivism/individualism and, masculinity/femininity. In addition, for evaluating the current status of knowledge management, HicKs's knowledge management model with four dimensions of knowledge creation, knowledge transfer, knowledge maintenance and knowledge application was used. For 60-person population, 50 questionnaires were prepared as samples based on Morgan's table. The answers in the questionnaires were extracted and interpreted based on descriptive and inferential statistics by SPSS software. Accordingly, the research hypotheses which consist of one major hypothesis and 16 secondary hypotheses were studied. Subsequently, the research hypotheses were verified by the Spirman's correlation test and their meaningfulness were proved. It was observed that, three cultural dimensions: power distance, collectivism/individualism and masculinity/femininity have a direct relation with dimensions of knowledge management (knowledge creation, knowledge transfer, and knowledge maintenance and knowledge application).
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1. Introduction

Knowledge management in media was first introduced by Tom Stewart in the article named "power of mind" in journal of Fortune (Barclay et al, 1997). Since 1990s, monetary and physical capitals were replaced by knowledge as the most meaningful capital (Chen & et al, 2004), so that Management science experts believe that knowledge is the final replacement of production, wealth and monetary capital (Toffler, 1990). Although it is not the same as other production sources like work, capital and land, it is the only significant source of this era (Drucker, 1992) which does not lose its value by usage, but its value will be added (Glaser, 1998). Knowledge management is a scientific tool for organizations to better manage the knowledge and information. In 21st century, organizations are inherently competitive, consistent and pioneer. Development of strategic competitive advantage requires a new kind of organizations which capable of creating knowledge for maximizing competition and strategic success (Skyrme, 2001: 5). Despite the fact that knowledge management has a vital role in the survival of an organization, it is still a difficult activity due to its requirement to spend many sources (Milton & et al, 1999: 615-641). So, the process of knowledge management could be considered as an ambiguous and indeterminate process (Firestons & et al, 2005: 22-24). The most important role of knowledge management is to consider it as a methodology of change. By attracting new knowledge into the system and effective conducting of knowledge, knowledge management could be a most important factor for changing an organization. Since novel transformation programs just observe the fundamental transformation of organizations, the main goal of these programs is to change and transform the culture of organization as a dominant infrastructure and base for transformation (zomorrodian, 1385: 82). In fact, knowledge as a basic context lies in the expert's skills and the related processes (Ganesh, 2002).

Organizational culture is considered as the most influential factor in knowledge management and organizational learning (Janz & Prasamphanich, 2003). One of the strategic factors in success or failure of organizations, which has not been concerned before, is culture of the organization. Successful organizations of the world, especially those with high

levels of safety, claimed that they have achieved to these successes by improving their organizational culture. In other words, strong organizational culture may result in more effective role of the staffs in a system, useful interactions for knowledge exchange and quick access to the organization goals (Abzari & et al, 2006: 74). Knowledge management is a way to improve the organization survival conditions, and can be successfully employed in an organization when the appropriate cultural background has been made before (Jung Yeh & et al, 2006: 800). Knowledge management strategy must be in balance with human resources and information technology of that organization (Hansen & et al. 1999).

Tehran government suspended is one of the organizations responsible for supporting the social security, especially the security of economic relations and preventing from the violations in the market and trading among people. This organization tries to reform and improve the recognition processes using knowledge management, in order to play its role in the social security in the whole country. In this organization, the study and cognition of organizational culture factors situation and study of their relation with knowledge management can provide suitable context to perform knowledge management successfully. However many research to study knowledge management was performed but to the present there is not same research in Tehran government suspended that is enumerated as one of the biggest organization in Iran.

2. Theoretical fundamentation

2.1. Knowledge Management

Based on the classification made by experts in the field of job, 1980 decade was named quality movement decade (emphasizing on using mental power of personnel to achieve better quality), 1990was named Re-engineering decade (using technology to improve work process and diminish costs), finally 2000 is known as knowledge management decade. Due to the increasing importance of knowledge in the age of knowledge economy, organizations inevitably have to be attentive about concepts like creativity, innovation entrepreneur ship, gaining sustainable, competitive advantage. Issues of knowledge production and knowledge processing has challenged organization in the current time. In modern economy, knowledge is the source of economical, industrial developments and other traditional factors like land, workforce and money are standing at subsequent levels of importance (Druker, 1993). The knowledge-based view considers the firm as a set of knowledge assets and the role of the firm as creating and deploying these assets to create value (Grant, 1996). The resources a firm possesses include management skills, organizational processes and routines, and the information and knowledge it controls (Barney, 1991), Daft also stated that firm resources include all assets, capabilities, organizational processes, firm attributes, information, knowledge, and others, as controlled by a firm (Daft, 1995). The knowledge-based view of the firm is at the center of the resource-based view (Conner & Prahalad, 1996). The knowledge based view of the firm holds that the firm's capability to create and utilize knowledge is the most important source of a firm's sustainable competitive advantage (Grant, 1996; Kogut and Zander, 1992; Nonaka, 1991; Prahalad and Hamel, 1990). Nonaka (1991) observes that, in the current economy, where "the only certainty is uncertainty, the one sure source of lasting competitive advantage is knowledge" (p. 96).

Knowledge management is a process by which organizations are able to detect, elect, organize, distribute and transmit vital information and experiences which would be used in activities like problem resolution, dynamic learning, strategic programming and decision making (Gupta, 2000). Knowledge management is a set of processes for understanding and applying knowledge strategic resources in an organization. It is a structured approach which proposes methods for recognition, assessment, organizing storing and applying knowledge in order to meet the needs and aims of the organization (Davenport & Marchard, 1999). Knowledge management encompasses the managerial efforts in facilitating activities of acquiring, creating, storing, sharing, diffusing, developing, and deploying knowledge by individuals and groups (Demerest, 1997; Rowley, 2001; Soliman and Spooner, 2000). Knowledge management is "a systematic and integrative process of coordinating organization-wide in pursuit of major organizational goals" (Rastogi, 2000, p. 40). Scholars generally agree that knowledge management practices need to fit with organizational context in order to create a competitive edge (Davenport & Prusak, 1998).

Knowledge Management Models

Notwithstanding the concept of knowledge management in developed economies is not as well received today as it was in its initial stages, a series of organizational practices related to knowledge management such as capturing, storing, sharing, and using knowledge is still indispensable to organization operations (Stankosky, 2005(. In this field there is Experts models such as: HicKs model, Anderson Consulting, Wigg, Spek & Spijkeruet, Weggeman, Davenport & Prusak, Beckman, Nonaka & Takeuchi, Pawlowsky. The selected model is the HicKs model is composed of four sub-processes:

Knowledge creation: Knowledge creation process is complex, multidimensional and dynamic.

Organizational knowledge creation is the ability of an institute to create knowledge, circulate it in the organization, products, services and systems (Nonaka & Takeushi, 1995). Knowledge generation refers to the process in which knowledge is acquired by an organization from outside sources and those created from within (Davenport & Prusak, 1998). The ability to create new knowledge is often at the heart of the organization's competitive advantage. Sometimes this issue is not treated as part of knowledge management since it borders and overlaps with innovation management.

Knowledge maintenance: Through its storage capability organized information that allows quick access to information for other employees and effective Knowledge Sharing are provided (Afrazeh, 2005: 46- 49) In knowledge maintenance, the challenge is to ensure the continuing usability of knowledge models and other artifacts after creation and their original exploitation; clearly this is a prerequisite of reuse. Alavi (2000) claimed that knowledge creating new knowledge is not enough and mechanisms are needed to store acquired knowledge and to retrieve it when needed. The concept of organizational memory is a great solution in this regard. Organizational memory includes knowledge residing in various component forms that may include written documentation, structured information stored in electronic databases, codified human knowledge stored in expert systems, documented organization procedures and processes, and tacit knowledge acquired by individuals and networks of individuals (Tan & et al, 1998). Organizational memory includes individual memory (a person's observation, experiences and actions) as well as shared knowledge and interactions, organizational culture, transformations, structure (formal organizational roles), ecology (physical work setting) and information archives (inside and outside of the organization) (Walsh & Ungson, 1991). The following activities are necessary for protecting knowledge: knowledge protection against inappropriate use or being leaked in inside or outside of the organization, limited accessibility to some of the knowledge sources of knowledge by password technology, identifying restricted knowledge easily, tacit knowledge protection and most importantly, communicating the importance of knowledge protection on a corporate level.

Knowledge transfer: Knowledge sharing, also called knowledge transfer or knowledge diffusion, refers to the process by which knowledge is transferred from one person to another, from individuals to groups, or from one group to another group (Davenport & Prusak, 1998). Communications have an important role in all social behaviors of the human. The humans cannot have social interactions unless they communicate through some common codes and symbols (Lionel, 1992). Meanwhile knowledge sharing which means people's tendency for transmitting their personal knowledge to others who are mostly unknown to them, is of great importance (Gilbert & Krouse, 2002).

Knowledge application: Knowledge utilization, also called knowledge application or knowledge implementation, refers to the process that is oriented toward the actual use of knowledge (Gold & et al, 2001).

2.2. Organizational Cultur

Organizational culture is considered as the most influential factor in knowledge management and organizational learning (Jans & Prasamphanich, 2003). Organizational culture is a source of sustained competitive advantage (Barney, 1991) and empirical research shows that it is a key factor to organizational effectiveness). Deal & Kennedy, 1982; Denison, 1990; Gordon and Di Tomaso, 1992; Ouchi and Jaeger, 1978; Peters and Waterman, 1982; Wilkins and Ouchi, 1983(. Organizational culture does not directly lend its influence on organizational effectiveness; rather, it exerts its influence through shaping the behavior of organizational members. (Waterman, 1990)

Organizational culture is a set of shared norms, values and perceptions, which develop when the members of an organization interact with each other and the surroundings. It is holistic, historically determined, socially constructed, and difficult to change (Hofstede & et al., 1990). Organizational culture might determine how the organization thinks, feels, and acts (Christensen & Crank, 2001). Organizational culture refers to shared assumptions, values, and norms (Schein, 1985).

The presence of a specific culture in an organization is necessary for effective performance of knowledge management processes. All these studies stress on the point that, efficient culture is a culture which emphasizes on knowledge exchange, trust in interactions and creativity such a knowledge would be successful in performing management processes. Researchers believe that there exist a unified cultural unit which is considered as a unit or a powerful norm which makes the structure of an organization coherent; it is able to join and coordinate potentially differing parts of an organization and When we can say that a specific culture has emerged when, all members of an organization believe these suppositions and beliefs. Values are more observable indications of fundamental beliefs, as they show some norms of the society and such norms would consequently define rules based on which people would interact. (Delong & Fahey, 2000).

Organizational Culture Models

There are experts in this field models such as: (AGIL) Parsons model, William Avshy model, The McKinsey 7S Framework, Kurt Lewin model, Hofstede studies, Baron and Walters, Peters and Waterman model, Stephen P. Robbins model, Denison model, Rothschild model, Charles Handy model.

Culture was defined by Hofstede as "the collective programming of the mind which distinguishes the members of one human group from another" (Hofstede, 1980: 260). Further, Hofstede and Bond (1988) proposed four dimensions: power distance, collectivism/ individualism, masculinity/femininity and uncertainty avoidance (Griffith & et al., 2006).

Power distance: Power distance represents the degree to which person accepts inequality as normal and fair (Hofstede & Bond, 1988).

This dimension expresses the degree to which the less powerful members of a society accept and expect that power is distributed unequally. The fundamental issue here is how a society handles inequalities among people. People in societies exhibiting a large degree of power distance accept a hierarchical order in which everybody has a place and which needs no further justification. In societies with low power distance, people strive to equalise the distribution of power and demand justification for inequalities of power.

Uncertainty avoidance: The degree to which people in a country prefer structured over unstructured situations. In cultures that score high on uncertainty avoidance, people have an increased level of anxiety about uncertainty and ambiguity. Such cultures tend to emphasise laws, regulations, and controls that are designed to reduce uncertainty. In cultures that score low on an uncertainty avoidance, individuals are less dismayed by ambiguity and uncertainty and have a greater tolerance for a variety of options. Such countries are less rule-oriented, take more risks, and more readily accept change. In countries with high Uncertainty Avoidance Index employees prefer formal rules to be created and avoid actions that do not go along with these rules. Employees as well as their bosses believe that everything that is new or different is dangerous and risky. They are usually worried about the future and resist changes. Cultures described as open and innovative always have low Uncertainty Avoidance Index.

Collectivism /individualism: Collectivism/ individualism defines the degree of acting as members of cohesive groups (Hofstede & Bond, 1988).

The high side of this dimension, called Individualism, can be defined as a preference for a loosely-knit social framework in which individuals are expected to take care of themselves and their immediate families only. Its opposite, Collectivism, represents a preference for a tightly-knit framework in society in which individuals can expect their relatives or members of a particular in-group to look after them in exchange for unquestioning loyalty.

Masculinity/ femininity: The masculinity side of this dimension represents a preference in society for achievement, heroism, assertiveness and material reward for success. Society at large is more competitive. Its opposite, femininity, stands for a preference for cooperation, modesty, caring for the weak and quality of life. Society at large is more consensus-oriented (Toosi, 1993, 61-62). Masculinity versus its opposite, Femininity, again as a societal, not as an individual characteristic, refers to the distribution of values between the genders which is another fundamental issue for any society, to which a range of solutions can be found. The IBM studies revealed that (a) women's values differ less among societies than men's values; (b) men's values from one country to another contain a dimension from very assertive and competitive and maximally different from women's values on the one side, to modest and caring and similar to women's values on the other. The assertive pole has been called 'masculine' and the modest, caring pole 'feminine'. The women in feminine countries have the same modest, caring values as the men; in the masculine countries they are somewhat assertive and competitive, but not as much as the men, so that these countries show a gap between men's values and women's values. In masculine cultures there is often a taboo around this dimension (Hofstede & et al., 1998).

The research done in this field, the following can be mentioned:

The article is titled: "Linking organizational culture, structure, strategy, and organizational effectiveness: Mediating role of knowledge management", Wei Zheng, Baiyin Yang, Gary N. McLean, Showed that there is a relationship between organizational culture and knowledge management.

The article is titled: The Relationship between Organizational Culture and Knowledge Management ", (A Case Study: Isfahan University), Mohsen Allameh, Mohsen Zamani and Sayyed Mohammad Reza Davoodi, Showed that there is a relationship between organizational culture and knowledge management.

3. Materials And Methods

3.1. Conceptual framework of the research

Can be presented model as follow to show totality of thissubject:

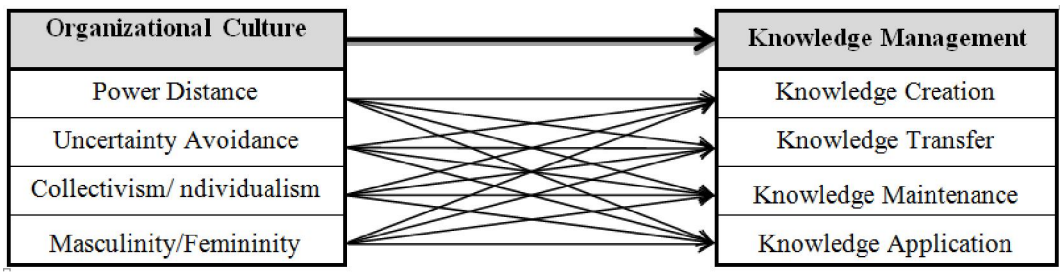

Fig.1. Conceptual model of the research

3.2. Research methodology

The aim of this research is to identify and evaluate the relationship between the dimensions of organizational culture and dimensions of knowledge management. This research is a case study in Tehran government suspended. The suggested hypotheses are as follow:

Major Research Hypothesis: there is a relationship between dimensions of organizational culture and dimensions of knowledge management in Tehran government suspended.

Secondary Research Hypotheses:

-There is a relationship between power distance and knowledge creation in Tehran government suspended.

-There is a relationship between power distance and knowledge transfer in Tehran government suspended.

-There is a relationship between power distance and knowledge maintenance in Tehran government suspended.

-There is a relationship between power distance and knowledge application in Tehran government suspended.

-There is a relationship between uncertainty avoidance and knowledge creation in Tehran government suspended.

-There is a relationship between uncertainty avoidance and knowledge transfer in Tehran government suspended.

-There is a relationship between uncertainty avoidance and knowledge maintenance in Tehran government suspended.

-There is a relationship between uncertainty avoidance and knowledge application in Tehran government suspended.

-There is a relationship between collectivism/ individualism and knowledge creation in Tehran government suspended.

-There is a relationship between collectivism/ individualism and knowledge transfer in Tehran government suspended.

-There is a relationship between collectivism/ individualism and knowledge maintenance in Tehran government suspended.

-There is a relationship between collectivism/ individualism and knowledge application in Tehran government suspended.

-There is a relationship between masculinity/femininity and knowledge creation in Tehran government suspended.

-There is a relationship between masculinity/femininity and knowledge transfer in Tehran government suspended.

-There is a relationship between masculinity/femininity and knowledge maintenance in Tehran government suspended.

-There is a relationship between masculinity/femininity and knowledge application in Tehran government suspended.

In order to confirm or reject the hypotheses, the collected data from the theoretical foundations and the questionnaires are analyzed through standard statistical methods and technics. To have a quicker access to the opinions of the participants in the research, we used the method of data collecting by the questionnaire. In regard of the goal, this research is an applied research and the descriptive gouging - correlational method was used, and since we used questionnaires for gathering data and studying the system, the method is field research. In addition, for gathering data for recognition of the concepts and principles, knowledge management and organizational culture basics, articles, library resources, journals and internet, and for recognition of the mentioned organization, from documentation in the organization archive have been used. The questionnaires used in this research were standard and closed and were measured by Lickert 5-option spectrum. Knowledge management and organizational culture and their dimensions consisted of 31 questions and 25 questions respectively, and totally 56 questions.

Tehran government suspended staffs formed the population of this study. The whole population was 60 among which 50 were selected using Morgan's table. Validity judgment of the questionnaires was performed by the teachers after seeing. Krunbach alpha was also used for evaluating the validity of the questionnaires. In this research, krunbach alpha for questionnaire 1 (organizational culture) was 0.876 and

for questionnaire 2 (knowledge management) was 0.948, and finally, for the two questionnaires it equals to 0.947. In this research, after gathering the questionnaires, SPSS software version 18 was used for analyzing descriptive and inferential statistics and for predicting the hypotheses, analytical statistics of Spirman's correlation coefficient test was used.

4. Findings of the research:

The descriptive data of the research show that approximately 26% of the participants in the statistical sample are female and the remaining 74% are male. Almost 26% of the participants had between 0 to 5 years of work experience, and 20% of the participants had between 6 to 10 years of work experience, 16% of the participants had between 11 to 15 years of work experience, 20% of the participants had between 16 to 20 years of work experience, 14% of the participants had between 21 to 25 years of work experience, 4% of the participants had between 26 to 30 years of work experience. Additionally, almost 16% of the participants had a diploma degree, almost 42% of the participants had a associate degree, almost 26% of the participants had a bachelor degree, and the remaining 16% of the participants had master's degree or higher.

We used correlation test to determine the relationship between organizational culture and knowledge management. Since the variable of the research are qualitative in nature, thus the Spearman correlation test was the base for calculations. The results of the findings are as follow:

Hypotheses 1: There is a relationship between power distance and knowledge creation in Tehran government suspended.

Table 1. Results for the hypothesis 1

		Knowledge Creation
Power Distance	Spearman's Correlation coefficient	0.496
	Sig. value	0.000
	Number	50

Regarding the obtain value of Sig. from the Spearman's correlation test that is equal to 0.000 and less than 0.05, we can conclude that there is a relationship between the power distance and the Knowledge Creation in Tehran government suspended. The intensity of this relationship is equal to 0.496 regarding the obtained Spearman's correlation coefficient.

Hypothesis 2: There is a relationship between power distance and knowledge transfer in Tehran government suspended.

Table 2. Results for the hypothesis 2

		Knowledge Transfer
Power Distance	Spearman's Correlation coefficient	0.734
	Sig. value	0.000
	Number	50

Regarding the obtain value of Sig. from the Spearman's correlation test that is equal to 0.000 and less than 0.05, we can conclude that there is a relationship between the power distance and the knowledge transfer in Tehran government suspended. The intensity of this relationship is equal to 0.734 regarding the obtained Spearman's correlation coefficient.

Hypothesis 3: There is a relationship between power distance and knowledge maintenance in Tehran government suspended.

Table 3. Results for the hypothesis 3

		Knowledge Maintenance
Power Distance	Spearman's Correlation coefficient	0.525
	Sig. value	0.000
	Number	50

Regarding the obtain value of Sig. from the Spearman's correlation test that is equal to 0.000 and less than 0.05, we can conclude that there is a relationship between the power distance and the knowledge maintenance in Tehran government suspended. The intensity of this relationship is equal to 0.525 regarding the obtained Spearman's correlation coefficient.

Hypothesis 4: There is a relationship between power distance and knowledge application in Tehran government suspended.

Table 4. Results for the hypothesis 4

		Knowledge Application
Power Distance	Spearman's Correlation coefficient	-0.085
	Sig. value	0.279
	Number	50

Regarding the obtain value of Sig. from the Spearman's correlation test that is equal to 0.279 and more than 0.05, we can conclude that there is not a relationship between the power distance and knowledge application in Tehran government suspended.

Hypothesis 5: There is a relationship between uncertainty avoidance and knowledge creation in Tehran government suspended.

Table 5. Results for the hypothesis 5

		Knowledge Creation
Uncertainty Avoidance	Spearman's Correlation coefficient	-0.093
	Sig. value	0.261
	Number	50

Regarding the obtain value of Sig. from the Spearman's correlation test that is equal to 0.261 and more than 0.05, we can conclude that there is not a relationship between the uncertainty avoidance and knowledge creation in Tehran government suspended.

Hypothesis 6: There is a relationship between uncertainty avoidance and knowledge transfer in Tehran government suspended.

Table 6. Results for the hypothesis 6

		Knowledge Transfer
Uncertainty Avoidance	Spearman's Correlation coefficient	-0.172
	Sig. value	0.116
	Number	50

Regarding the obtain value of Sig. from the Spearman's correlation test that is equal to 0.116 and more than 0.05, we can conclude that there is not a relationship between the uncertainty avoidance and knowledge transfer in Tehran government suspended.

Hypothesis 7: There is a relationship between uncertainty avoidance and knowledge maintenance in Tehran government suspended.

Table 7. Results for the hypothesis 7

		Knowledge Maintenance
Uncertainty Avoidance	Spearman's Correlation coefficient	-0.079
	Sig. value	0.292
	Number	50

Regarding the obtain value of Sig. from the Spearman's correlation test that is equal to 0.292 and more than 0.05, we can conclude that there is not a relationship between the uncertainty avoidance and knowledge maintenance in Tehran government suspended.

Hypothesis 8: There is a relationship between uncertainty avoidance and knowledge application in Tehran government suspended.

Table 8. Results for the first hypothesis 8

		Knowledge Application
Uncertainty Avoidance	Spearman's Correlation coefficient	0.244
	Sig. value	0.059
	Number	50

Regarding the obtain value of Sig. from the Spearman's correlation test that is equal to 0.059 and more than 0.05, we can conclude that there is not a relationship between the uncertainty avoidance and knowledge application in Tehran government suspended.

Hypothesis 9: There is a relationship between collectivism/ individualism and knowledge creation in Tehran government suspended.

Table 9. Results for the hypothesis 9

		Knowledge Creation
Collectivism / Individualism	Spearman's Correlation coefficient	0.378
	Sig. value	0.003
	Number	50

Regarding the obtain value of Sig. from the Spearman's correlation test that is equal to 0.003 and less than 0.05, we can conclude that there is a relationship between the collectivism/ individualism and the knowledge creation in Tehran government suspended. The intensity of this relationship is equal to 0.378 regarding the obtained Spearman's correlation coefficient.

Hypothesis 10: There is a relationship between collectivism/ individualism and knowledge transfer in Tehran government suspended.

Table 10. Results for the hypothesis 10

		Knowledge Transfer
Collectivism / Individualism	Spearman's Correlation coefficient	0.256
	Sig. value	0.036
	Number	50

Regarding the obtain value of Sig. from the Spearman's correlation test that is equal to 0.036 and less than 0.05, we can conclude that there is a relationship between the collectivism/ individualism and the knowledge transfer in Tehran government suspended. The intensity of this relationship is equal to 0.256 regarding the obtained Spearman's correlation coefficient.

Hypothesis 11: There is a relationship between collectivism/ individualism and knowledge maintenance in Tehran government suspended.

Table 11. Results for the hypothesis 11

		Knowledge Maintenance
Collectivism / Individualism	Spearman's Correlation coefficient	0.176
	Sig. value	0.110
	Number	50

Regarding the obtain value of Sig. from the Spearman's correlation test that is equal to 0.110 and more than 0.05, we can conclude that there is not a relationship between the collectivism/ individualism and knowledge maintenance in Tehran government suspended.

Hypothesis 12: There is a relationship between collectivism/ individualism and knowledge application in Tehran government suspended.

Table 12. Results for the hypothesis 12

		Knowledge Application
Collectivism / Individualism	Spearman's Correlation coefficient	-0.068
	Sig. value	0.319
	Number	50

Regarding the obtain value of Sig. from the Spearman's correlation test that is equal to 0.319 and more than 0.05, we can conclude that there is not a relationship between the collectivism/ individualism and knowledge application in Tehran government suspended.

Hypothesis 13: There is a relationship between masculinity/femininity and knowledge creation in Tehran government suspended.

Table 13. Results for the hypothesis 13

		Knowledge Creation
Masculinity / Femininity	Spearman's Correlation coefficient	0.461
	Sig. value	0.000
	Number	50

Regarding the obtain value of Sig. from the Spearman's correlation test that is equal to 0.000 and less than 0.05, we can conclude that there is a relationship between the masculinity/femininity and knowledge creation in Tehran government suspended. The intensity of this relationship is equal to 0.461 regarding the obtained Spearman's correlation coefficient.

Hypothesis 14: There is a relationship between masculinity/femininity and knowledge transfer in Tehran government suspended.

Table 14. Results for the hypothesis 14

		Knowledge Transfer
Masculinity / Femininity	Spearman's Correlation coefficient	0.577
	Sig. value	0.000
	Number	50

Regarding the obtain value of Sig. from the Spearman's correlation test that is equal to 0.000 and less than 0.05, we can conclude that there is a relationship between the masculinity/femininity and knowledge transfer in Tehran government suspended. The intensity of this relationship is equal to 0.577 regarding the obtained Spearman's correlation coefficient.

Hypothesis 15: There is a relationship between masculinity/femininity and knowledge maintenance in Tehran government suspended.

Table 15. Results for the hypothesis 15

		Knowledge Maintenance
Masculinity / Femininity	Spearman's Correlation coefficient	0.358
	Sig. value	0.005
	Number	50

Regarding the obtain value of Sig. from the Spearman's correlation test that is equal to 0.005 and less than 0.05, we can conclude that there is a relationship between the masculinity/femininity and knowledge maintenance in Tehran government suspended. The intensity of this relationship is equal to 0.358 regarding the obtained Spearman's correlation coefficient.

Hypothesis 16: There is a relationship between masculinity/femininity and knowledge application in Tehran government suspended.

Table 16. Results for the hypothesis 16

		Knowledge Application
Masculinity / Femininity	Spearman's Correlation coefficient	0.111
	Sig. value	0.221
	Number	50

Regarding the obtain value of Sig. from the Spearman's correlation test that is equal to 0.221 and more than 0.05, we can conclude that there is not a relationship between the masculinity/femininity and knowledge application in Tehran government suspended.

Major Research Hypothesis: there is a relationship between dimensions of organizational culture and dimensions of knowledge management in Tehran government suspended.

Table 17. Results for the Major Research hypothesis

		Dimensions of Knowledge Management
Dimensions of Organizational Culture	Spearman's Correlation coefficient	0.608
	Sig. value	0.000
	Number	50

Regarding the obtain value of Sig. from the Spearman's correlation test that is equal to 0.000 and less than 0.05, we can conclude that there is a relationship between the dimensions of organizational culture and dimensions of knowledge management in Tehran government suspended. The intensity of this relationship is equal to 0.608 regarding the obtained Spearman's correlation coefficient.

5. Conclusion and suggestions

The obtained results of the analysis of the hypotheses are presented in table 18 with regard to the findings of the research. Then some suggestions will be offered on the basis of these findings.

Table 18. Results of the data analysis

Row	Hypotheses	Sig. value	Confirm or deny	Spearman's Correlation coefficient	Type of Relationship
1	There is a relationship between power distance and knowledge creation in Tehran government suspended.	0.000	Confirm	0.496	Direct
2	There is a relationship between power distance and knowledge transfer in Tehran government suspended.	0.000	Confirm	0.734	Direct
3	There is a relationship between power distance and knowledge maintenance in Tehran government suspended.	0.000	Confirm	0.525	Direct
4	There is a relationship between power distance and knowledge application in Tehran government suspended.	0.279	Deny	-	-
5	There is a relationship between uncertainty avoidance and knowledge creation in Tehran government suspended	0.261	Deny	-	-
6	There is a relationship between uncertainty avoidance and knowledge transfer in Tehran government suspended.	0.116	Deny	-	-
7	There is a relationship between uncertainty avoidance and knowledge maintenance in Tehran government suspended.	0.292	Deny	-	-
8	There is a relationship between uncertainty avoidance and knowledge application in Tehran government suspended.	0.059	Deny	-	-
9	There is a relationship between collectivism/ individualism and knowledge creation in Tehran government suspended	0.003	Confirm	0.378	Direct
10	There is a relationship between collectivism/ individualism and knowledge transfer in Tehran government suspended.	0.036	Confirm	0.256	Direct
11	There is a relationship between collectivism/ individualism and knowledge maintenance in Tehran government suspended.	0.110	Deny	-	-
12	There is a relationship between collectivism/ individualism and knowledge application in Tehran government suspended.	0.319	Deny	-	-
13	There is a relationship between masculinity/femininity and knowledge creation in Tehran government suspended.	0.000	Confirm	0.461	Direct
14	There is a relationship between masculinity/femininity and knowledge transfer in Tehran government suspended.	0.000	Confirm	0.577	Direct
15	There is a relationship between masculinity/femininity and knowledge maintenance in Tehran government suspended.	0.005	Confirm	0.358	Direct
16	There is a relationship between masculinity/femininity and knowledge application in Tehran government suspended.	0.221	Deny	-	-
17	There is a relationship between dimensions of organizational culture and dimensions of knowledge management in Tehran government suspended.	0.000	Confirm	0.608	

We suggest the officials to use the results of this research for improving the knowledge management and its indexes and benefit from its advantages. According to statistical analyses, to achieve to desirable levels, the following proceedings are suggested:

As a result of the fact that there is a direct relation between power distance and knowledge creation, transfer and maintenance, we suggest this organization to provide favorable conditions for increasing the staff's motivation and outbreak of new ideas and creation of new knowledge and transfer of this knowledge in the organization by increasing hierarchy system, political manners and dominance of power officials in sharing the knowledge management, increasing the emphasis on compliance with guidelines and approved procedures, decreasing the relation current between the different parts of the organization, decreasing the responsibilities, submission of power and authority to the staffs about their tasks and decreasing the staffs authority and freedom on making decision about their tasks. In result, by increasing the power distance, the organization can increase the operation of knowledge management in the system.

There is also a direct relation between collectivism/ individualism and knowledge creation and transfer. In result: teams are converting to main work units. It may be caused by growing dependence of tasks, change in organizing methods, flatter organizations and change in the technology. It may result in motivating the people to help each other for

improving the performance level and assisting people and sharing the knowledge between the group members. Therefore, it is recommended to the managers to create traits like teamwork abilities and creativity in their staffs by performing team making programs. It is also recommended to increase the collaborative work environment by encouraging the intercommunity between the organization members, collaboration and making sincerity and friendship (collaborative culture), not limiting the communications and relations in the organization, correct division of responsibilities and determining the duties and coordination between the staffs and organizational units, holding group meetings, conferences, workshops, intellectual sessions, quarterly sessions, information flow between staffs and units.

There is also a direct relation between the masculinity/femininity and knowledge creation, transfer and maintenance. The dominant pattern of this organization is masculinity. Therefore, it is recommended to this organization that by increasing the roles with strong source, impetuosity and prosperity and considering disciplines, rules and prescriptions, they can increase the knowledge creation, transfer and maintenance in their system. This organization is joined to larger organizations because the level of masculinity is greater in this organization, and the success of knowledge management performance in larger organizations is higher.

Finally, concerning the cultural dimensions, which have catalyst role, is required for effective performing of knowledge management and facilitating it.

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