



# The Effect of Organizational Culture on Knowledge Management Process: A Mixed Method Approach

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A growing body of literature recognizes the importance of the Knowledge Management (KM) process and Organizational Culture (OC). The effectiveness of KM processes and Organizational Knowledge (OC) strategies heavily rely on a knowledge-friendly organizational culture. According to Abbas et al., (2020), organizations should understand cultural barriers and implications before they plan a change that separates from a traditional to a more customer-focused, competitive, innovative, creative, and knowledge-based business strategy. Both KM system and OC should be aligned with each other to ensure a successful organizational transformation. An effective KM strategy embeds rich cultural values in the organizational vision and mission since the former can create an innovative OC. A mixed method approach followed by semi-structured interviews and survey questionnaires was adopted to obtain further in-depth information. The quantitative segment focused on quantifying respondents' perceptions regarding OC types and KM, computing differences in the perceptions, and administering individual correlations and regressions of OC types with KM. The analysis revealed that HC was the most dominant type of

OC in PCAA. However, it had a low correlation with KM. Furthermore, for the qualitative section, a case study approach was used to achieve an enriched and deep understanding of the phenomenon, such as the how and why of the relationship between OC types and KM. Analysis confirms that HC was not only dominant in PCAA but was also overemphasized in terms of structure and uniformity. Therefore, it resulted in stagnation of knowledge and rigidity. The area of knowledge is the major theme. Further investigation revealed the absence of knowledge-seeking behavior. The rigid organizational hierarchy, autocratic management (overemphasized structure), and highly formalized rules and policies (overemphasized uniformity) contributed to the absence of knowledge-seeking behavior. A deeper understanding was required to fulfill the key purpose of this study. To achieve an enriched and deep understanding of the phenomenon, questions such as how and why of the relationship of OC types and KM in PCAA were used. The use of qualitative techniques is justified after quantitative techniques. The qualitative analysis revealed that HC was not only dominant in PCAA, but it was also overemphasized in terms of structure and uniformity i.e. it had resulted in stagnation of knowledge and rigidity.

**Key Words:** *Organizational Culture; Knowledge Management, Knowledge Worker, Competing Values Framework, Multi Filed Theory of Knowledge Dynamics, Civil Aviation Authority*

## INTRODUCTION

KM can be defined as a conscious effort made by an organization to acquire, store, disseminate and apply knowledge in an organization (Gonzalez and Martins, 2014; Cormican and O'Sullivan, 2003; Yaemjamuang (2017)). According to Turban (2006), KM is a process through which organizations identify, select and transmit important and relevant knowledge from the existing organizational unstructured knowledge repository. It further explains that tacit knowledge present in the form of Human Capital. He further added that organizations have to respond to the changing customers' needs and preferences, government policies and competition through effective KM process supported by IT based solutions and OC. Anggraini (2017), argued that development of a superior competitive advantage, allowing for the intense competition, heavily relies on effective KM process. Organizations suffer the most when it cannot retain its knowledge workers and/or capitalize on the unutilized and unstructured pool of knowledge existing within organizations. As discussed earlier, a survey conducted by



KPMG Peat Marwick (1998b) revealed that 43% of European firms significantly suffered due to resignations of their knowledge workers.

Similarly, one survey conducted by Cranfield University (1998) revealed that most of the employees working in an organization believed that management failed to identify and use the existing unstructured knowledge within an organization, that is, Human Capital (HC). Another survey conducted by Rehman (2017), found that 74% of the employees were of the view that their organizational best knowledge was inaccessible. Such surveys tantamount to the failure of organizations in retaining their knowledge workers as well as to identify, select, organize, retrieve and transfer the already existing valuable knowledge within an organization (Alavi's & Leidner, 2001). Ariff (2018) were of the view that organizations can achieve their strategic goals through retention of their knowledge workers by providing them the opportunities and motivation to professionally develop through the use of available knowledge of fellow knowledge workers through effective KM program. Rijal (2016) opined that management should focus on KM as a managerial function in order to enhance knowledge transfer as well as ensure easy access to valuable and useful knowledge in order to remain competitive.

In order to ensure easy access to valuable knowledge, organizations develop Information Systems based on Information Technology (IT) solutions with a view to facilitate the creation, storage, retrieval, transfer and application of knowledge (Alavi's & Leidner, 2001). While the importance of an IT based solution for the effective KM is important, on the other hand the importance of social and cultural aspects of KM can also not be gainsaid (Davenport and Prusak 1998; Malhotra 1999; O'Dell and Grayson 1998). Where IT based solutions support KM in a variety of ways like using online databases where an employee can find access to rules, processes, procedures, a variety of reports, virtual teams etc., it does not provide the motivation to use the same, therefore, the importance of social and cultural elements come into play (Ariff, 2018).

According to Bhatt (2002), a major issue with the use of IT based KM solutions is that it does not register tacit knowledge thus it is important to rely on multiple approaches towards KM. Rowley (2001), argued that organizations should combine IT with OC as agents of effective KM thus providing a flexible KM infrastructure as well as addressing the behavior of employees. Gold et al., (2001), while emphasizing the role played by OC, opined that an organizational environment, that nurtures learning and trying out new ways of doing things, helps in knowledge creation. An OC that allows employees to try out new things on trial-and-error basis is important in creation of new knowledge; therefore, an organization should have high tolerance for ambiguity and failure (Cardoso, et al., 2012; Skerlevaj et al., 2007). Alavi and Leidner (2001), were of the view that retention of knowledge can be ensured if organizations identify and encode new knowledge as well as retain knowledge workers possessing valuable tacit knowledge (Ameer, 2017). Davenport and Prusak (1998) were of the opinion that organizations can ensure effective dissemination of knowledge through its OC.



Delong and Fahey (2000), argued that positive spiritual and emotional knowledge of employees signified by a general sense of trust facilitated the sharing of knowledge. Yassin (2017), found that a sense of belongings, identification with an organization and loyalty are necessary for acquiring and sharing knowledge. Therefore, it is essential for organizations to rely on all three fields of knowledge as purported by the multi-Filed theory of Knowledge Dynamics also in line with rational knowledge, emotional knowledge and spiritual knowledge.

As discussed in preceding paragraphs of this chapter, further review of literature revealed that different researches have resorted to different approaches towards KM; however, many of the approaches have two things in common, first, technological aspect (IT) and second is social aspect (organizational culture). Table 1 summarizes some of the approaches to studying KM: The first approach restricts KM to Information Technology (IT). That view, however, has a severe limitation that tacit knowledge cannot be registered through IT based systems (Bhatt, 2002). Other approaches view KM through the lens of organizational structure and OC. The common denominator in such approaches is that both the organizational structure and OC can facilitate interaction among employees with a view to share knowledge (Rowley, 2001). According to Gonzalez and Martins (2014), management should combine IT with OC in order to provide necessary knowledge to employees so that right and timely decisions can be taken thus ensuring the effectiveness of a KM process. The discussion further leads us to the question that what constitutes an effective KM process? Table 1 summarizes the dimensions of KM process identified by various researchers:

## **LITERATURE REVIEW**

### **Defining Organizational Culture**

Authors define OC differently (Ariff, 2018; Lu et al., 2016). Many definitions centre on assumptions, values, and beliefs (Markos et al., 2019). Despite similarities, authors disagree on which components should be included in OC's definition (Wambugu, 2014). Varied researchers have different viewpoints on OC, including: Schein (1990) proposed separating assumptions, values, and artefacts to investigate OC. Groysberg et al. (2018) said OC was the result of shared values, attitudes, and actions. Brusca (2016) found that OC is made up of material goods like chairs, computers, and norms and ideals. Brown, Melian, Solow, Chheng, and Parker (2015) hypothesised that OC can promote pleasant employee experiences and filter out bad ones. Cameron and Quinn (2003) defined it as implicit employee ideals, assumptions, and beliefs. Castro and Martins (2010) described it as a deep-rooted organisation based on individual views, assumptions, and ideals. Schein (1992) defined it as a pattern of employees' problem-solving assumptions. Such beliefs were taught and shared by employees, guiding their thinking and action about organisational problems. Some authors saw OC as a belief system, while others saw it as a hierarchy of interrelated values imparted through myths and stories (Robins, 1999). Some experts believe that common values define how people react to a situation (Brusca,



2016), while others emphasize on the unwritten and intangible aspects of organizational culture (Hadizade, Moqadam & Husseini, 2012).

Every organization has a system of values, beliefs, and customs etc. that are susceptible to change. Such a system aids employees to perceive, give meaning to the world around them and defines the way in which they respond to something (Brusca, 2016). Regardless of what meanings have different scholars attributed to OC, it is important to understand that the outcomes of organizational initiatives may be unpredictable without assessing the influence of cultural forces as such it is the priority of management to understand OC in order to internally manage itself so as to brace itself for meeting challenges and face competition (Monavarian & Bakhtae, 2006). OC defines an organization as an entity. It determines the characteristics that an organization exhibits including those related to KM (Brusca, 2016). On the other hand, OC was viewed important in formation of policies and procedures that encourage the KM process (Gajewski, 2015). Denison (1990) postulated that Organizational Culture can serve as a barrier as well as a facilitator in realizing the organizational objectives. However, any management initiative or organizational action was found to be affected by OC. For that reason, it was important to assess organizational culture for effectiveness of KM programs (Jones, 2009).

### **OC and KM in public sector organizations**

Allowing for the theoretical framework discussed above, it is imperative to study OC and KM in public sector organizations. OC shows the common perception of the employees that effect their behaviors (Gajewski, 2015). Such shared assumptions are taken for granted and determine how individuals perceive and react to something, however, the employees are often not aware of those assumptions that guide their behavior. They only become aware of such assumptions until they encounter a set of different assumptions (Yassin, 2017). OC defines how people act and react in a certain environment and situations. In that regard, an assessment and shaping of a supportive organizational culture is essential for effective Knowledge Management (Gajewski, 2015). The way and the extent up to which knowledge is used by employees is based on human interpretations that are culturally drawn (Richard & Alina 2006). Different types of Organizational Cultures differently effect the interpretations of employees and effect KM differently (Ajmal & Koskinen, 2008). In that regard, effective KM may require a major shift in the Organizational Culture from a non-supportive to a supportive culture (Gupta et al., 2000; Norman, 2004; Ajmal & Koskinen, 2008). Thus, it can be said that Organizational Culture is a strong force that can either positively or negatively influence KM (Wei, 2005; Ajmal & Koskinen, 2008).

Cultural norms, assumptions and beliefs should be considered when management plans some intervention since culture defines how that intervention is perceived by employees (Gajewski, 2015). Regarding organizational KM plans, it was reported that organizational culture affected the extent and level of knowledge sharing in an organization thus effecting the organizational competitive position (Bruke, 2009). An understanding of cultural barriers and facilitators was



required in order to determine the type of support and influence required to reach the organizational desired outcome in Public Sector (Tseng, 2010; Nonaka & Takeuchi, 1995). In a study of public sector organizations which have in existence for 50 years or more, it was reported that OC played the role of a barrier with respect to many management initiatives (Chawla & Joshi 2010). It was previously understood that all non-private organizations exhibit similar cultural characteristics, however, public organizations have evolved and differ from what they were in the past. This evolution in the competencies of public sector organizations has been shaped by the demands and increasing expectations of the society in terms of better customer value thus Public Sector organizations are focusing on the abilities, knowledge and skills of the employees more than ever (Olimov, 2017).

To further the discussion, we finally reviewed our findings through the lens of multi-Filed theory of knowledge dynamics. Multi-Filed theory metaphorically presented knowledge as energy (Bratianu, 2015). Energy is (1) Intangible (2) It is present in different forms (3) It is present at individual and organizational levels (4) It can be transformed from one form to another (5) the rational, emotional and spiritual fields of knowledge are in continuous interaction and transformation. That theory doesn't present knowledge as a static entity rather it postulates knowledge as a dynamic and complex phenomenon based on the energy metaphor. It exists on rational, emotional and spiritual levels that are continuously interacting and transforming (Bratianu, 2016). The rational field of knowledge, comprising of the explicit objectified knowledge, is important in terms of its usability and it can easily be captured, organized, stored and retrieved, organizations based their knowledge management processes around it as well as based their strategies on this field of knowledge (Olimov, 2017). It is well articulated and communicable form of knowledge. It is embedded in multiple platforms such as manuals, policies, soft-wares and data bases etc. It can be stored in physical and digital forms. It can easily be managed and communicated through physical and digital means thus it does not have to rely on the person who has articulated it (Yassin, 2017).

However, in order to explain the lack of knowledge seeking behavior in PCAA, due importance had to be given to the emotional and spiritual aspects of the employees. According to Polanyi (1983), humans have emotions that guide their behavior and decisions. The emotional field of knowledge postulates around the subconscious cognitive processing of information gained from one's bodily experience with the world. The experience forms emotional knowledge that plays important role in employees' motivation. It influences the employees' behavior and decision making. Negative emotional capital can lead to organizational failure and vice versa. It differentiates leaders from managers. The former relies on emotional knowledge for influencing employees whereas the later relies on rational knowledge for managing employees. Emotional knowledge can be used to generate the desired behaviors among employees for effective KM (Olimov, 2017).



Therefore, TA of AC revealed low organizational tolerance for risk taking allowing for the rigid hierarchy, highly formalized policies (overemphasized structure and uniformity) and safety & security concerns. The participants expressed that the organization discouraged R&D and freedom to innovate or experiment with new things. The organization required employees to be compliant and follow the instructions without any buts and ifs. TA of MC showed that there was neither any sense of achievement and competition nor any self-initiative among employees. Participants' experiences showed that PCAA was controlled by highly formalized policies and rigid hierarchy (overemphasized structure and uniformity) coupled with international aviation standards & recommendations rendered the organization to focus on compliance only. Under such circumstances, employees didn't take self-initiative. The organization had monopoly in civil aviation sector of Pakistan, therefore, they key position holders didn't encourage freedom of innovation or R&D rather they stressed on compliance of the instructions and policies. The management ensured that work is done in a dependable and predictable manner. Finally, the TA of HC also showed formalized polices and rigid hierarchy (overemphasized uniformity and structure) governing the organization.

## **METHODOLOGY**

In the qualitative part, a non-probability sampling technique was used for collecting data. A researcher must focus on collecting data that is meant to contribute towards a better understanding of the research (Bernard, 2002). It is important to select the person(s) from whom the data may be collected by relying on sound judgement since improperly gathered data may be of little or no use in the analysis (Tongco, 2007). The purposive sampling method, also known as judgmental sampling, relies on judgement of the researcher for deliberately selecting the participants. The participants are selected against some characteristics or qualities which the researcher believes are essential for gathering the required data. It is a non-probability technique where the participants are non-randomly selected and does not need to rely on a set number of participants or underlying theories. Rather, the researcher relies on what needs to be known and selects participants who have the relevant experience and knowledge (Bernard, 2002).

For qualitative segment, the study relied on structured interviews and physical observations. For structured interviews, purposive sampling was used to collect data from employees against a set criterion i.e. Interviewee should be (1) an experienced and knowledgeable employee, (Bernard, 2002) preferably be on a managerial position, (Cresswell, 2011) well versant in the official language of PCAA i.e., English, (4) should be expressive in sharing his opinion(s), (5) willing to participate and (6) available for the interview. According to Rukh and Qadeer (2018), in order to record correct response from the respondents, it is important for respondents to understand the questions being asked and then respond to them.



## RESULTS - QUAL:

Table 1 summarizes various themes and sub-themes, identified through TA, of four types of Organizational Culture. From first look of the table, it was clear that HC was the most dominant type of Organizational Culture in PCAA. It also revealed that themes contrary to the characteristics of CC, AC and MC were identified through TA. A careful look of each of the TA of OC types revealed that no other culture was prevailing up to a noticeable extent in PCAA other than HC. Though TA of CC, AH, MC and HC were done separately, they all showed characteristics of HC i.e. the TA of CC, AH and MC either did not reveal the relevant characteristics or showed characteristics of HC. The participants revealed that the organization had a great concern for following international aviation standards and recommendations (IASR) in addition to formal rules and policies (FRP). Therefore, the IASR were in fact formal standards and guidelines of ICAO from which PCAA could not deviate. The organizational leadership was compliance oriented rather than exemplifying nurturing, facilitating, mentoring employees or showing entrepreneurial tendencies or result oriented focus. The leadership focused on coordination, efficiency, smooth delivery of services and looked upon itself as good coordinators and organizers. It ensured that the organizational rules and policies were followed. Safety and security concerns ran high in the organization allowing for the safety of the aircraft, passengers, allied equipment and the installations. The organization also had a rigid hierarchy. Employees had formal relations. They had to strictly observe the formal communication channels and had to comply with the instructions of the superior officers whether they liked that or not.

The organization had low tolerance for risk due to safety and security concerns. Risk taking was discouraged at every level. All possible measures were taken for risk mitigation and aversion. Risk taking behaviors were not only strictly discouraged but also punished as a violation of the organizational rules and policies or misconduct. Employees were also discouraged from using their discretion to address situations or matters based on innovation and unique or creative solutions. They were not free to try and experiment with new things. They were bounded by the formal rules and policies that governed what they did. They were required to follow the instructions of superior officers and observe the organizational policies. Since the organization was neither competing nor had an entrepreneurial approach, it had no R&D department. Innovations, generation of new ideas and creativity were not appreciated by the management. The management required compliant employees rather than progressive and innovative ones. In a nut shell, the TA did not reveal an entrepreneurial tendency of the organization, risk taking, freedom to try new ideas or R&D taking place in the organization. From the above discussion, it was clear that PCAA showed no characteristics of CC, AC and MC. Every theme and subtheme pointed towards unprecedented domination of HC. The organization had overemphasized on internal focus and control. The Internal Process Model was, by far, the most suitable model to explain the organizational lack of flexibility and internal focus. The organization relied on information management and communication as a means to



achieve stability and control. Noticeable characteristics of other three models of CVF i.e., Human Relations Model, Open System Model and Rational Goal Model were not revealed. That meant that the organization neither achieved human resource development through cohesion and morale nor did it focus on growth and resource acquisition through flexibility and readiness. PCAA acquired new equipment and resources, however, such acquisitions did not reflect the entrepreneurial tendencies of the organization rather they showed compliance needs of the organization in view of the international aviation standards and recommendations. Since PCAA had no competitor, the employees generally were of the opinion that the organization gave little importance to productivity and efficiency through planning and goal setting rather efficiency and coordination were ensured by following the rules and policies. Organizational goals were set every year; however, they didn't reflect a sense of cut throat competition and market leadership (Quinn & Rohrbaugh, 1983).

The results showed an imbalance in the organization i.e., one quadrant of the CVF was overemphasized over the other three. That pointed towards the possibility of organizational dysfunctionality e.g., too much internal focus can result in isolation of employees from outside developments in their respective fields of qualification and expertise; too much external focus can result in negligence towards the internal efficiencies; too much flexibility can lead to employees taking arbitrary decisions; and too much control can result in organizational stagnation and rigidity. It is important to understand that the CVF postulates that a broader and more balanced approach is a better criteria of organizational effectiveness than the pursuit of a single criteria as the latter is less likely to become effective. CVF talks about balance since it enhances an organizational capacity to respond to a wider environmental condition. It, however, stops short of saying that the most effective organization is the one that integrates characteristics of all goal quadrants.

Table 1: Summary of TA of OC types in PCAA.

<b>Clan Culture</b>	<b>Adhocracy Culture</b>	<b>Market Culture</b>	<b>Hierarchy Culture</b>	<b>Comparison</b>
Main theme-1	<b>Main theme-1</b>	Main theme-1	<b>Main theme-1</b>	Repeating themes / sub themes across OC types
NBT	<b>LTR</b>	MM	<b>RH</b>	Theme/ Subtheme: Culture types
Sub theme: N/F, I.ROTI, I. ToT	<b>Sub theme: IASR</b>	Sub theme: MFD	<b>Sub theme: CDM</b>	IASR: AC, MC & HC
Sub theme: CDM	<b>Sub theme: COLS</b>	<b>Sub theme: COLS</b>	Sub theme: CP	COLS: AC, MC & HC
Main theme-2	<b>Sub theme: SC</b>	Sub theme: NAC	<b>Sub theme: LTCP</b>	SC: AC, MC & HC



TD & DL	<b>Sub theme: RH</b>	<b>Main theme-2</b>	<b>Sub theme: CO</b>	RH: AC, MC & HC
Sub theme: LEG	<b>Sub theme: FRP</b>	<b>FRP</b>	Sub theme: FR	LTR: AC & HC
Sub theme: OA	<b>Sub theme: CO</b>	<b>Sub theme: IASR</b>	Sub theme: AMS	RMA: AC & HC
<b>Main theme-3</b>	<b>Sub theme: RMA</b>	<b>Sub theme: SC</b>	<b>Sub theme: LCP</b>	NF: AC & HC
<b>LCP &amp; LTCP</b>	<b>Sub Theme: NF</b>	Sub theme: MFDP	<b>Main theme-2</b>	NRD: AC & HC
Sub theme: MEG	<b>Sub theme: NRD</b>	Sub theme: COLS	<b>FRP</b>	FRP: AC, MC & HC
<b>Sub theme: CDM</b>	Sub theme: AI	<b>Sub theme: RH</b>	Sub theme: LTCP	CO: AC, MC & HC
		<b>Sub theme: CO</b>	Sub theme: CO	LTCP: CC & HC
		Sub theme: NSI	Sub theme: FR	LCP: CC & HC
		Sub theme- NAC	<b>Sub theme: LTR</b>	CDM: CC, HC
			<b>Sub theme: SC</b>	
			<b>Sub theme: NF</b>	
			<b>Sub theme: COLS</b>	
			<b>Sub theme: RMA</b>	
			<b>Sub theme: NRD</b>	
			Sub theme: NI	
			<b>Sub theme: IASR</b>	

### THEMATIC MAP OF KM IN PCAA

KM is a process of creation, capturing, organizing, storing, disseminating and applying knowledge (Lawson, 2003; Chin-Loy & Mujtaba, 2007; Jones, 2010). The study adopted Lawson's (2003) KMAI for conducting structured interviews with 14 participants across 6 airports / Locations and HQCAA. Figure 7 shows the interactions of various themes and subthemes identified during TA based on structured interviews of KMAI:

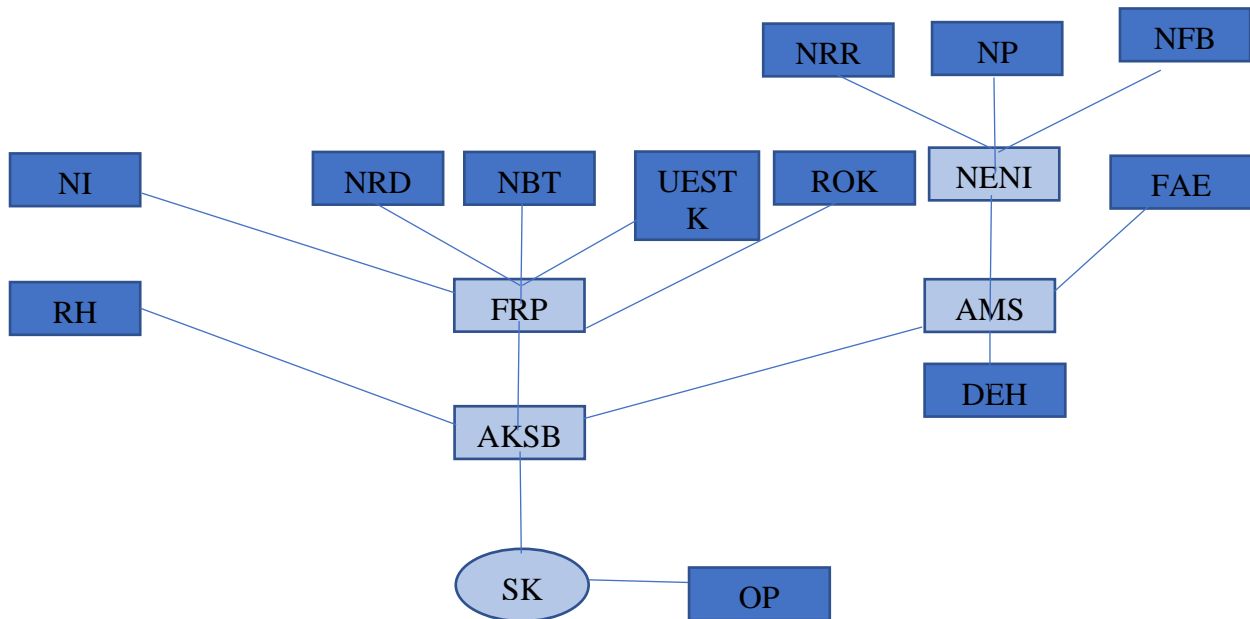


Figure 1: Thematic map of Knowledge Management in PCAA.

Note: SK: Stagnation of knowledge, OP: Obsolete policies, AKSB: Absence of knowledge seeking behavior, RH: Rigid hierarchy, FRP: Formal rules and policies, AMS: Autocratic management style, DEH: Discouraging educational enhancement, NI: No innovation, NRD: No research and development (R&D), NBT: Nominations based trainings, NENI: Non-encouragement of new ideas, USTK: Unexplored sources and types of knowledge, ROK: Reliance on objectified knowledge, FAE: Fear among employees, NRR: No reward or recognition, NP: No publications, NFB: No feedback.

During the thematic analysis of KM, it was revealed that PCAA had been facing stagnation of knowledge. It was evident from the organizational policies especially those under the IMS documentation framework. The subtheme “obsolete policies” caught attention of the researcher and required more investigation allowing for the simple questions: How could an organization that was interwoven by formal rules and polices be functioning with obsolete policies? How could an organization, where everything was governed by formal rules and polices, be using obsolete versions of policies? In order to answer those questions, the researcher decided to conduct a physical observation of the policies pertaining to the HR Directorate. The reason for choosing HR Directorate was that such policies had a wider scope and normally applied to the entire organization.

There were various types of documents in PCAA. The Integrated Management System (IMS) standards required the development of a documentation framework describing documentation types including the records (Files/Forms/Formats/RCNs/Logbooks/etc.) to control and manage common activities in an effective and efficient manner. There were two separate documentation



Frameworks in PCAA i.e., Regulatory Documentation Framework and IMS Documentation Framework. The earlier encompassed documentation such as Civil Aviation Ordinance (CAO), Civil Aviation Rules (CARs), Civil Aviation Regulations (CARGs), Air Navigation Orders (ANOs), Airworthiness Notices (AWNOTS)/ Air Security Circulars (ASECs)/ Air Safety Circulars (ASCs), External Origin Documents (EODs) whereas the later encompassed documentation such as Policy/Manuals/Plans, DG Directives (DGDs), Civil Aviation Authority Orders (CAAOs)/ Technical Orders (TOs) / Programs, Standard Operating Procedures (SOPs), Work Instructions (WIs), Job Descriptions (JDs), Records/Reports/Circulars/Handbooks/Bulletins/Alerts.

The organization could not differentiate between performers and nonperformers when it came to benefits. There were no advantages of taking on additional responsibilities rather it was viewed as a burden. In advent of such circumstances, the employees lacked knowledge seeking behavior. The lack of such behavior was also cemented by the compliance needs of the organization owing to its rigid hierarchy and high formalization which had been manifested in shape of no innovation and R&D, ineffective nominations based trainings that added little to the knowledge and skill sets of employees, unexplored sources and types of knowledge (mainly the employees), reliance on objectified knowledge only (explicit formalized policies), non-encouragement of new ideas, no reward and recognition for presenting new ideas and knowledge, no promotion of new ideas and knowledge in form of some written device or publication, no feedback from the management to the employees for presenting new ideas and knowledge, deep fears among employees that abstained them from submitting new ideas and non-encouragement of educational enhancement of employees by the management.

Further observation revealed that the knowledge stagnation and lack of knowledge-seeking behavior were most obvious from the state of libraries. None of the participants shared that he/she had visited a library or IMS Resource Centre for the purpose of seeking knowledge. PCAA had only two libraries that were located at HQCAA and BKIAP. In contrast, other major Locations / Stations i.e. IIAP, FIAP, JIAP, AIIAP, and MIAP did not had libraries where information /knowledge can be stored in a documented form. Allowing for financial and time constraints, the library at BKIAP was studied. In addition to being in disarray, it was revealed that out of 410 books only 19 books/documents were issued/received from 31.8.2009 to 21.12.2018 i.e. a span of more than 9 years.

## **CONCLUSION**

From the table 1 above, it was ascertained that HC was not only the most dominant type of OC but it was also overemphasized in PCAA. Most of the themes of HC were found to be present in other types of OC. AC, in particular, showed most of the characteristics of HC, thus it was found to be the weakest type of OC in PCAA. MC shared many characteristics with HC whereas AC shared a few characteristics of HC. Therefore, HC was overemphasized type OC



in PCAA. All other cultures were weak since they not only exhibited the characteristics of HC but also negated their own respective characteristics. That's lead the discussion to the assumption of CVF is balance. An overemphasis of one quadrant indicates organizational dysfunctionality. In such a case, the strengths of the overemphasized quadrant may become weaknesses. It confirms that too much emphasis on structure and uniformity may result in stagnation and rigidity. Similarly, too internal focus may result in insulation from developments in the field (Charisse et. al., 2016). PCAA was showing overemphasized HC. Stagnation was noticed from of a number of behavior patterns identified through TA of OC types: (1) No R&D, (2) Nominations based trainings, (3) No innovation, (4) Low tolerance for risk etc. Moreover, many of the behavioral patterns identified through TA of HC were also found in other types of OC that are summarized in table 1 above.

TA of KM also revealed that the organization was facing stagnation. The findings revealed stagnation of knowledge as the major theme. Further investigation revealed the absence of knowledge seeking behavior. The rigid organizational hierarchy, autocratic management (overemphasized structure) and highly formalized rules and policies (overemphasized uniformity) contributed towards absence of knowledge seeking behavior.

The participants shared that nothing new was taking place in the organization with respect to knowledge. The organization had no focus on innovations, R&D and new ideas. The trainings were based on nominations of trainees (officers and staff) being made by the superior officers without objectively taking into account the training needs of the employees. Reliance on the objectified information is linked with formal polices and rules was overemphasized. The organization didn't explore other sources and types of knowledge. Stagnation of knowledge was further evident from the behavioral pattern those new ideas received no encouragement from the management. There were neither reward mechanisms nor any feedback mechanisms nor any publications for encouraging new ideas and knowledge. Regarding submission of new ideas and knowledge, there were fears among employees. The fear took several forms, for example, fear of ridicule, fear of antagonizing the boss for being too smart, fear of ending up with extra work without any reward & recognition and fear of highlighting one's self to the management. Opportunities of, higher education were also discouraged among employees. The organization required compliant employees rather than progressive ones. All of the above-mentioned behavioral patterns pointed towards the stagnation of knowledge.

However, in order to explain the lack of knowledge seeking behavior in PCAA, due importance had to be given to the emotional and spiritual aspects of the employees. According to Polanyi (1983), humans have emotions that guide their behavior and decisions. The emotional field of knowledge postulates around the subconscious cognitive processing of information gained from one's bodily experience with the world. The experience forms emotional knowledge that plays important role in employees' motivation. It influences the employees' behavior and decision making. Negative emotional capital can lead to organizational failure and vice versa.



It differentiates leaders from managers. The former relies on emotional knowledge for influencing employees whereas the later relies on rational knowledge for managing employees. Emotional knowledge can be used to generate the desired behaviors among employees for effective KM (Polanyi, 1983; Bolisani & Bratianu, 2018).

Finally, an individual's spiritual knowledge comprises of his/her core values and beliefs about life and the very existence itself (Bolisani & Bratianu, 2018). Like emotional knowledge, it also represents tacit knowledge. But in this case, the tacit knowledge is mixed up with emotions and integrates one's core values and beliefs about his/her existence and life (Nonaka & Takeuchi, 1995). The individual spiritual knowledge adds up into collective spiritual capital. Positive spiritual capital represents an organization's oneness in purpose and vision regarding things that matter the most in life. Such organization are very cohesive and closely bound. Employees are very loyal and committed towards the organization. Trust is high among employees. It explains through human behaviors that how the oneness of purpose and vision is generated and implemented in organizations (Zohar & Marshall, 2004). The rational knowledge (objectivity) alone wasn't enough to explain the problems faced by PCAA regarding effective KM. In addition, subjective perspectives of emotional and spiritual knowledge were also essential to decipher the full meaning that employees attached with OC types and KM. Where rational knowledge presents the objectivity of the environment where we live, emotional knowledge shows subjectivity of the interaction with that environment and spiritual knowledge shows the very meaning of our life and existence in that environment. Positive spiritual capital is manifested through the shared values and beliefs of hope, love, kindness, care etc. It influences rational capital. Thus, it is a crucial part of decision making (Bolisani & Bratianu, 2018).

Therefore, TA of AC revealed low organizational tolerance for risk taking allowing for the rigid hierarchy, highly formalized policies (overemphasized structure and uniformity) and safety & security concerns. The participants expressed that the organization discouraged R&D and freedom to innovate or experiment with new things. The organization required employees to be compliant and follow the instructions without any buts and ifs. TA of MC showed that there was neither any sense of achievement and competition nor any self-initiative among employees. Participants' experiences showed that PCAA was controlled by highly formalized policies and rigid hierarchy (overemphasized structure and uniformity) coupled with international aviation standards & recommendations rendered the organization to focus on compliance only. Under such circumstances, employees didn't take self-initiative. The organization had monopoly in civil aviation sector of Pakistan, therefore, they key position holders didn't encourage freedom of innovation or R&D rather they stressed on compliance of the instructions and policies. The management ensured that work is done in a dependable and predictable manner. Finally, the TA of HC also showed formalized polices and rigid hierarchy (overemphasized uniformity and structure) governing the organization.



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## **LIMITATIONS AND STUDY FORWARD**

Although a direct line of inquiry for these cultural characteristics was not the major objective of the research, the initial findings of the Pakistani study revealed information technology artefacts and the professed beliefs of research administrators. This topic requires additional research that focuses on these cultural elements. Other cultural elements, as well as the subculture and microculture levels of conducting scientific initiatives, require additional study. Through its application, the research administration community of practice could benefit from a deeper grasp of institutional, administrative behavior, and organizational theories.

## **CONFLICT OF INTEREST AND ETHICAL STANDARDS**

No unethical behavior was seen, as neither the existing organization nor the study authors have a conflict of interest in the outcomes.



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