


## Examining the Effect of Organizational Culture on Social Capital with an Emphasis on the Mediating Role of Knowledge Management

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### Article Info

#### Article type:

Original Research

#### How to cite this article:

Jorfi, H. (2024). Examining the Effect of Organizational Culture on Social Capital with an Emphasis on the Mediating Role of Knowledge Management. *Quarterly Journal of Research and Planning in Higher Education*, 30(4), 123-137.



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### ABSTRACT

In today's complex environments, organizations are forced to learn and pay attention to knowledge sharing in order to increase productivity in their environment. Organizational culture is one of the important tools for creating a context for strengthening the positive attitude of employees, in order to continuously share knowledge and organizational learning. The present study was conducted with the aim of investigating the effect of organizational culture on social capital with the mediating role of knowledge management among the employees of Dezful university of Medical Sciences in 2021-2022 with a quantitative approach. The design of the current research is correlation through structural equation modeling, which is a multivariate correlation method. The statistical population of the research includes all employees of Dezful university of medical sciences, of which 240 people were selected as a sample through multi-stage cluster sampling. Research tools included Sashakin's organizational culture questionnaire, Van den Hooff & Van Weenen's knowledge management questionnaire and Nahapiet & Ghoshal's social capital questionnaire. Evaluation of the proposed model was done through structural equation modeling and using SPSS and AMOS version 18 software. The results indicated the direct effect of organizational culture on knowledge management and social capital, the direct effect of knowledge management on social capital and the indirect effect of organizational culture on social capital through knowledge management.

**Keywords:** Organizational Culture, Social Capital, Knowledge Management, University of Medical Sciences.



## Introduction

Today, creating effective communication and strengthening group spirit in the organization is one of the concerns of the managers of organizations. This issue is a reason for managers to increase the level of compliance and trust of people in the organization; This will be possible through social capital. This is why the subject of social capital is considered the main axis of management in organizations and successful managers are considered to be able to achieve more social capital production and development in relation to society. Among the factors affecting social capital is organizational culture, which can create changes in the norms of an organization. Paying attention to organizations in terms of cultures is a relatively new phenomenon that has taken place in the study of organization and management. On the other hand, knowledge management plays a very important role in the relationship between organizational culture and social capital. Because the cultural environment of the organization has the deepest, most extensive and long-term effect on the social behavior of the majority of the members of an organization, and on the other hand; Knowledge is also a social phenomenon, so organizations should create an environment for sharing, transferring and exchanging knowledge among members and train people to make sense of their interactions. In fact, organizational culture is the main foundation of knowledge management, if the organization cannot find a new and innovative adaptation to the environment as it optimizes its knowledge, the organizational culture will suffer serious damage. Considering the importance of this issue, it is very important to investigate the factors affecting social capital with the mediating role of knowledge management in Dezful university of medical sciences.

## Methodology

The design of the current research is a correlation design through structural equation modeling with a quantitative approach, which is a multivariate correlation method. The statistical population of the present study includes all the employees of Dezful university of medical sciences, of which 240 people were selected as a sample through a multi-stage cluster sampling method. In this study, according to the number of direct paths (3 paths), the number of exogenous variables (1 variable), and the number of error variances (2 errors), the number of 6 parameters was calculated. According to the sample size of the present study (240 people), about 40 subjects have been considered for each parameter, which indicates the adequacy of the sample for testing the model. The tools used in the current research were the use of three knowledge management questionnaires, organizational culture questionnaires and social capital questionnaires. The knowledge management questionnaire was designed by Vanden Hoff and Ann Wiene. This questionnaire consists of 2 components (knowledge donation and knowledge collection) which consists of 10 questions on a 5-point Likert scale. Nahapit and Ghoshal's social capital questionnaire has 3 structural, communicative and cognitive dimensions and is organized into 28 items and is based on a five-point Likert scale. The organizational culture questionnaire was designed by Sashkin; this questionnaire has 5 components. (change management, success in achieving goals, coordinated work group, cultural competence and customer bias) which consists of 33 questions on a 5-point Likert scale.

## Findings

The research results show that the correlation coefficients between organizational culture and knowledge management  $r=0.46$ , organizational culture and social capital  $r=0.47$ , and knowledge management and social capital  $r=0.44$  and are significant at the 0.001 level. In order to test the proposed model of the effect of organizational culture on social capital with the mediation of knowledge management, structural equation modeling was used. Also, the results show that all fit indices, including relative chi square ( $df=1\chi^2/94$ ), goodness of fit index ( $GFI=0.95$ ), comparative goodness of fit index ( $AGFI=0.92$ ), Bentler index - Bonnet or smoothed goodness of fit index ( $NFI = 0.92$ ), comparative fit index ( $CFI = 0.96$ ), incremental goodness index ( $IFI = 0.96$ ), Tucker-Lewis index ( $TLI = 0.94$ ) and root mean square index of variance estimation The approximation ( $RMSEA = 0.06$ ) has a good fit with the data. Also, the results show that organizational culture has a direct and significant effect on knowledge management and social capital, knowledge management on social capital. In this model, the subscales of change management, success in achieving goals, coordinated teamwork, cultural competence, and customer bias have a significant role in Measuring the structure of organizational culture. Also, the subscales of knowledge donation and knowledge gathering have a significant role in measuring the knowledge management construct with factor loadings of 0.85 and 0.62, respectively.

Finally, the subscales of structural social capital, cognitive social capital, and relational social capital have a significant role in measuring the social capital structure with factor loadings of 0.63, 0.65, and 0.71, respectively. To determine the significance of mediating relationships, bootstrap method in macro program, Preacher and Hayes test were used. The results show that the lower limit of the confidence interval for knowledge management as a mediating variable between organizational culture and social capital is 0.0712 and its upper limit is 0.1910, which does not include the zero interval. Therefore, this mediating relationship is significant and organizational culture has a significant effect on social capital through knowledge management.

## Conclusion

Considering the positive effect of organizational culture on knowledge management and social capital, it is suggested that reward programs for university employees be made based on merit and performance, for the participation of university employees in creating and sharing knowledge of incentive packages. It should be considered that channels of internal organizational communication should be provided at all levels, to improve knowledge management and create social capital, organizational culture training courses should be held, and senior managers of the university should openly show their support by holding meetings with employees.

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