

## **The Influence of Organizational Culture Toward Knowledge Management Implementation on Secondary Education Institution**

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### **ABSTRACT**

The purpose of the study is to analyze the influence Organizational Culture toward Knowledge management Implementation on Upper Secondary level formal schools. The methodology used in the study is quantitative model of analysis base by using inferential statistic analysis; the measurement of correlation coefficient and t-test. The respondents used as the profession references are teachers, and the sampling technique used is random stratified sampling with 68 people as the respondents based on Slovin technique. The result of the study shows that organizational culture has a significant and positive influence toward insight management implementation on the study object.

Key words: Organizational Culture, Knowledge Management, Education

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### **INTRODUCTION**

According to Daulay (2007), education is basically the attempt to form human quality in embodying an advanced, fair and welfare society, and enable the civilians to develop themselves in both physical and spiritual. Further, Supardi (2004) stated that the education has a responsibility in society, which always gives a value, norm, and great instruction for students.

Education is required to be able to face a modern life's dynamics. This situation leads to many great changes in the society and supporting factors of those changes which affect to external environment and changes for ourselves, as well as the reformation process which is occurring nowadays. These immense changes have given a big opportunity for new implementation ideas, fresher and rational innovations. However, those changes are able to reveal a setback possibilities if the response and anticipation are not appropriate and balanced with the condition which stimulates the birth of new paradigm.

To face various dynamics stuff, the education course must have a will to increase its capacity, one of the capacity increase in the education course is by implementing knowledge management.

Some research showed that one of the most important parts in implementing knowledge management is organizational culture. this study is aimed to discuss the influence of organizational culture toward knowledge management implementation on formal education schools of secondary school level located in Garut District, West Java Province, Indonesia.

### **LITERATURE REVIEW**

Sutrisno (2010) defined organizational culture as a tool of system which contains values, beliefs, assumptions, norms which was running from the previous time. It was dealt and followed by the organization members as a behavior guideline and the problem solving of the organization itself.

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Furthermore, Robin and Cotter (2010) stated that organizational culture is the unit of values, principles, traditions and attempts to work adapted together by organization members and the way to affect the way they act.

Hofstede(1980) stated that organizational culture is a collective programming from human's mind which differ one human group with another human group. Culture is elaborated as a general value and behavior form one group which affect their members' behavior.

Meanwhile, Hughes (1996) explained that organizational culture is "normative glue" which is together deal and organization united. The result is one social system which has an independent trait consists of values, symbols, rituals, myths, which have a strong influence toward their member's behavior.

The other definition came from Alvesson (2002). He explained that organizational culture is a history and it reflects a belief from the organization owner and individual unity, where the values are kept by the organization members and it's hard to change.

Furthermore, Wahjono stated that it seems to be a wide deal that organizational culture leads to the unity of system which means that if we observe it well, all the members have same perception and that makes them different from all other organization members and it's a main characteristic unite which is appreciated by the organization.

Bush (2003) stated that the cultural model is assumed that belief, values and ideology are in the heart of organization. The individuals keep the idea and reference values which affect how they view the other members' behavior. These norms have become the tradition which is communicated in a group and strengthened by the symbols and rituals in organization.

The organization articulates values in order to give a form and meaning for the organization members' activity where there is an emptiness relationship and organization structure which are worth and definite. In this chase, the analytical meaning and organizational culture influence have become the important set for the management in reaching the growth increase and organization affectivity.

Morgan (1997) stated that the organization focus as a cultural phenomenon has to direct the concept difference which is based on the meaning dividing structure, therefore the organization is a social reality system which is built from many members' thoughts when they are in that structure and it's supported by the relationship and rules they created.

Furthermore, Smith and Mckeen (2003) stated that the existence of values which complete each other must be published to the external groups in order to support the continuity of the values. This condition is important for the college autonomy which is successful and survived. Each organization has a culture ( a group of norms and values) which collectively guides its employee behavior. A culture is not related to one thing whether is good or bad, but it can assist the development of values and behaviors which are able to encourage or become a barrier for organization objective.

Organizational culture is able to be either a supporting factor or a barrier for the knowledge management affectivity. Therefore, the most important thing is how the organizational culture doesn't impede the interaction occurrence among employees as it is a basic of the knowledge creation. Wong and Aspinwall (2004) stated that in order to develop knowledge management, it needs an organizational culture which is conducive and comfortable for various knowledge activity and knowledge creation.

Tare (2003) conveyed that organizational culture frequently impedes a success of knowledge management. For example, there is one paradigm which thinks that much knowledge with working partner in organization is one activity that makes no gain. It means that it can cause lose of personal

guarantee. That thought emerged as there is a belief from an individual group which stated that if their knowledge is spread out, then they will lose the individual superiority. This thing has definitely become our difficult task for the organization in order to encourage its employee to get ready for much knowledge.

In 1996, Earnst and Young Knowledge Management International Survey toward 431 senior executives was conducted, and the survey was cited by Stankosky (2004), he stated that 80% of knowledge management implementation failure was caused by organizational culture.

## METHODOLOGY

Methodology used in this research is quantitative model analysis base by using statistic analysis such as correlation coefficient and t-test. Meanwhile, the respondents of the study are teachers as research object and the sampling technique used is stratified random sampling with 68 people according to Slovin technique. For the place of research as the research object used is five formal education courses which are under one of the education foundation in Garut District, Indonesia. The variable operation used as follow on table 1.

Table 1. Variables operationalization

Variable	Dimension	Indicator
Organizational Culture (Bush, 2003)	1. Belief	a. Delegation task from director b. Believe each other c. Participative decision making
	2. Team work	a. Individual Interaction b. Appreciation to the group c. Cares to the team
	3. Appreciation	a. Acknowledgement of achievement b. Award Granting
	4. Senior management support	a. Senior management initiative b. Senior management openness
Knowledge Management (Munir, 2008)	1. Knowledge acquisition	a. Training plan b. Overseas joint c. Knowledge developing facility
	2. Distribution and Various Knowledge	a. Training result presentation b. Information openness c. Apprentice to Senior
	3. Knowledge Development and Utilization	a. Experimental opportunity b. Training result implementation c. Functional cross team
	4. Knowledge maintenance and storing	a. Training result documentation b. Activity documents c. Regulation and document handling procedure

## RESULT AND DISCUSSION

According to the result of calculation by using Microsoft Excel software aids, a calculation of the influence of organizational culture variable toward knowledge management implementation served on Table 2.

Table 2 The influence of organizational culture toward knowledge management implementation

No	Item	Value
1	Correlation coefficient (r)	0.5429
2	Determinant factor (d)	0.2947
3	Epsilon ( $\epsilon$ )	0.7053
4	t count	5.2519
5	t table	1.6683
6	Influence level of Organizational Culture variable toward knowledge management implementation	significant

According to calculation result, it results coefficient value track 0.5429, this coefficient produced positive value, and it means that organizational culture has a positive influence toward knowledge management implementation. On the other side, it's identified that  $t_{count} > t_{table}$  ( $5.0652 > 1.6683$ ), so  $H_0$  is denied, or on the other word, it can be stated that there is sufficient evidence to state that organizational culture has a **significant** and **positive** influence toward knowledge management implementation. Each value increment on organizational culture will increase knowledge management implementation variable value.

The calculation result showed that determinant factor produced 0.2947; it means that organizational culture is able to explain knowledge management implementation variable with 29.47%, meanwhile, the rest of 70.53% can be explained by another variable that is not involved in model. The correlation of variable structure is illustrated in Figure 1.

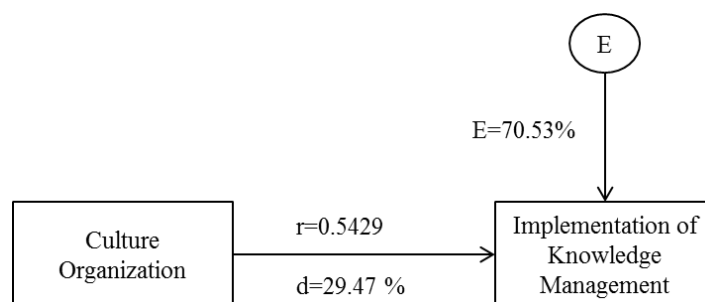


Fig. 1: The influence of organizational culture toward knowledge management

Referring to the hypotheses test, the knowledge management implementation affectivity was influenced significantly and positively based on organizational culture capacity on the organization, this was same opinion and relevant with Robbins and Coulter (2010) statement they stated that the organization is based on the spiritual awareness of values and dignity from the individual. This organization is not only providing a job, but also creating a culture which can make its employee grow and learn continually.

Above statement is relevant with Munir (2008) statement, he stated that the knowledge is an input for learning process, and it's also an output for the learning process. The information and knowledge accepted by the individual will be processed on his or her mind and thoughts, and it's defined and combined by the information and knowledge they have before to create the new knowledge. The internalization of the new knowledge will make this human's point of view or attitude or behavior change. Therefore, a human who learns is a human who gets ready and has a capability of changing his or her behavior as the learning result, being more adaptive and anticipative human in his or her neighborhood.

Wahjono (2010) stated that a culture is a social set which can support organization unity by giving an appropriate standard. A culture function is for a meaning maker mechanism and the controller of guiding and forming an attitude and organization members' behavior. Furthermore, as cited by Setiarso (2009), it was stated that Schein explained that principally, the knowledge management implementation is based on organization ability for learning, building memory, and sharing knowledge, so it depends on its organizational culture. A culture becomes a basic assumption for the organization members for sharing the knowledge.

Furthermore, Tobing (2007) stated that the organization which supports knowledge management implementation is the organization which has a culture in honoring knowledge and has knowledge. This organization is flexible and easy to adapt with the change.

According to the researchers' observation through the research object, the organizational culture affected interaction pattern among organization members (education course). And it can be understood that organization is one social unity which is coordinated consciously, and it tries to reach a goal continually. This individual group frequently interact each other with the organization members or the others. Furthermore, Davenport, De Long, and Beers on Setiarso et. al. (2009) stated that having discussed a various knowledge management development project, it comes to the importance of inter-human relationship conclusion

## CONCLUSION

The study showed that organizational culture has a positive and significant influence toward knowledge management implementation of formal education courses as the research object. The result is principally recommending organizational culture development through the knowledge friendly culture model which has a liberty and a will in sharing the knowledge among organization members.

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