

## The relationship between organizational commitment and organizational performance with respect to knowledge sharing (Case study: Selected Project-based organizations)

Pouria Jahanbakhshian <sup>a</sup>, Mahdi Akhavan <sup>b</sup>, Ali Rezapour <sup>c</sup> and Nafiseh Ashrafi <sup>d\*</sup>

<sup>a</sup> Ph. D in Business Management, Girne American university.

<sup>b</sup> Department of civil engineering, Construction Management, Islamic Azad University, Qazvin, Iran.

<sup>c</sup> Shahed High school, Sarpolezahab, Kermanshah, Iran.

<sup>d</sup> Department of Industrial Engineering, Najafabad Branch, Islamic Azad University, Isfahan, Iran.

**Article History:** Received: 5 April 2021; Accepted: 14 May 2021; Published online: 22 June 2021

**Abstract:** Organizational culture and organizational commitment are of significant impact on the preparation and adoption of new technology systems including knowledge management systems. Appropriate initiatives in knowledge management can considerably affect the improvement of the organizations' economic capacity and performance. Organizational culture has dramatically impacted on organizational commitment and knowledge management. As a result, organizational cultures have been under consideration in the present study. The research method was of a descriptive type. According to the type of industry and the size of organization, organizational culture was estimated as bureaucratic in three organizations. Then, Quinn organizational culture questionnaire was distributed. According to the results of the questionnaires and short interviews conducted with staffs, the dominant culture in three organizations was realized as bureaucratic. The sample size included 183 employees and a questionnaire containing 29 questions was used. The questionnaire reliability was obtained by Cronbach's alpha coefficients and the questionnaire validity was confirmed with the aid of several experts. The present research studies the relationship between organizational commitment, knowledge sharing, and organizational performance in three organizations with bureaucratic culture. Obviously, different organizations in different countries have different organizational culture. Hence, future studies can extend it into the organizations with different cultures throughout the world. It was figured out that if the cultural grounds are established in the studied organization, the organization will become a learning organization. In such circumstances, employees would have high level of commitment in their organization, feel more conveniently, and can improve organizational performance. The results show that in a bureaucratic culture, employees have little interest in sharing knowledge and little commitment to the organization. In addition, the relationship between organizational commitment, knowledge sharing and organizational performance was confirmed. In other words, the organizational commitment can lead to knowledge sharing and ultimately, it can improve the organizational performance.

**Keywords:** Bureaucratic culture, Organizational performance, Knowledge sharing, Organizational commitment

### 1. Introduction

The rapid development of information technology has created changes in the economy, which has increasingly intensified the importance of knowledge amongst different businesses [1-3]. These variations have caused a transformation in which the traditional bases of the economic power are no longer considered as the only fundamental factors for the businesses and knowledge is considered as a competitive advantage for organizations [4]. Similarly, Drucker (2001) stated that knowledge can be replaced by equipment, capital, machinery, and man power, and can play one of the most important roles in industries [5].

On the other hand, it is a known fact that the organizational culture plays a critical role in the success of knowledge management [6, 7]. Therefore, in this study, it has been tried to maintain a constant type of organizational culture. This research has been conducted in the organizations with bureaucratic culture.

With regard to the effect of knowledge sharing on the performance of employees, the studies done by Lee can be indicated, which demonstrated the knowledge base of an organization. Robertson et al. (2000) found that there are positive attitudes towards knowledge sharing among staffs. In addition, they comprehended that the employees with high level of job satisfaction are more committed to their organization. Therefore, it can be perceived that high level of organizational commitment would be related to the employees' positive attitudes towards knowledge sharing [8].

Moreover, Story and Quintus suggested that trust-building, motivation, and commitment of the staff are considered as the key issues for managing knowledge personnel [9]. Knowledge has been progressively considered as a fundamental factor in the company's performance. In other words, it can be assumed that organizations can successfully improve organizational performance with appropriate knowledge sharing and knowledge management [10].

By considering the aforesaid matters, in this research, it has been tried to investigate the effect of organizational commitment on knowledge sharing and organizational performance, in addition to the impact of these two factors on each other.

### 2. Literature review

### 2.1. organizational culture

Robins defined organizational culture as the "system of common sense that members have in relation with their organization. This feature can discriminate between two organizations" [11]. Some experts believe that organizational culture is like a powerful normative and social glue, which has the capability of creating integration amongst various groups.

In other words, the term "organizational culture" demonstrates the general characteristics of an organization, includes the mental and structural elements, and is effective on the behavior and understanding of employees [12].

Moreover, Quinn (1999) presented four types of organizational culture (Market, Clan, Adhocracy, and Bureaucratic) by using two dimensions: the first dimension reflects the flexibility against control and the other one shows the control orientation inside and outside the organization [13]. In these 4 types of organizational culture, demeanors with internal organizational knowledge vary [14]. In the present study, three organization with bureaucratic culture have been selected in order to be able to maintain this important factor.

### 2.2. organizational commitment

Organizational commitment can be defined as the people's discretion along with their contribution to the organization [15].

Allan and Meyer (1991) provided a definition for organizational commitment, which emphasizes on the three below concepts:

- Obligation to stay at the organization, which is called task commitment
- Emotional belonging to the organization, which is called emotional commitment
- Costs of leaving the organization, which is called constant commitment [16, 17].

### 2.3. knowledge sharing

Knowledge sharing refers to a set of behaviors that involves the exchange of knowledge and helps others in this matter. It typically occurs when an organization's staff are encouraged to help others while learning from them to develop their own competencies. The ultimate goal of this task is to make an effort to transform the experiences into organizational assets.

In this regard, Goeh and Yahya noticed that knowledge sharing in organizations is significantly and positively associated with knowledge management [18]. Moreover, knowledge sharing as a value-creating and complicated task is considered as the base of many strategies in knowledge management [19].

The role of knowledge sharing in knowledge management is very important in a way that some experts have stated that knowledge management is the support for knowledge sharing [20]. Another reason for the significance of knowledge sharing is that knowledge sharing can reduce costs, improve performance, reduce the delays in goods delivery, improve the service delivery, and ultimately decrease the cost of finding and accessing valuable knowledge inside an organization [21].

### 2.4. organization performance

German et al. (2001) expressed that the performance control can be of two types: internal performance, which is related to the issues such as cost, product quality, and profit, etc.; and, performance benchmarking, which is used to compare the cost, quality, customer satisfaction, and the model of industry operations [22].

In 1986, Chakra mentioned that the difference between the performances of companies is detectable by using classical financial measures, such as ROC<sup>1</sup>, ROA<sup>2</sup>, and ROE<sup>3</sup> [23]. In this regard, Kaplan and Norton declared that traditional accounting measures, such as EPS<sup>4</sup> and ROI<sup>5</sup>, may lead astray for the organizations in judging about continuous improvement and innovation [24]. Some researchers have also confirmed the fact that non-financial measures such as customers, investors, and shareholders have found their increasing importance, and it has been asserted that it is not recommended to emphasize on short-term indicators such as cash flow, turnover, profit, and prices [25].

In other words, the attention to mere tangible and short-term factors is inefficient without taking intangible and non-financial factors into account [32]. As a result, Malts et al. introduced 5 Indices to weigh up the performance of organizations, which are provided in the following: financial evaluation, market and customer evaluation,

---

<sup>1</sup> - Return Of Change

<sup>2</sup> - Return On Assets

<sup>3</sup> - Return On Equity

<sup>4</sup> - Earning Per Share

<sup>5</sup> - Return On Investment

process evaluation, evaluation of human resources, and improvement in other activities [26, 32]. Therefore, this study has sought to evaluate the organizations' performance by using the mentioned five factors added to the questionnaire.

### 2.5. organizational commitment and knowledge sharing

Story (2001), with regard to the relationship between organizational commitment and knowledge sharing, has noted that developing a sense of trust, loyalty, commitment, and motivation in workers, is one of the major issues associated with knowledge management of workers [27]. This is because committed workers have more willingness to provide the required effort to share knowledge even more than their usual tasks.

On the other hand, the development of intellectual capital and knowledge management is one of the human resource affairs and maintaining and expanding this knowledge is largely dependent on the employees, the ones with high level of organizational commitment [8, 28].

### 2.6. organizational commitment and performance

Possession of specialized and committed workers, who are compatible with the values and tend to maintain their organizational membership, is an essential requirement for organizations. In fact, such committed workers can dramatically improve organizational performance by accomplishing their tasks beyond job descriptions and by reducing absenteeism and handling [28].

Rashid et al. (2003) stated that organizational culture and organizational commitment are two factors affecting the financial performance of an organization. Wright et al. (2003), in a research in the same field, announced that both organizational commitment and human resource processes are significantly related to the criteria such as quality, gross profit, and operating and productivity expenses of the organization. Benkhof (1997) showed that organizational commitment considerably influence on financial success of an organization [9].

In general, one of the areas that cause growth and development in organizations is that the organization's reputation in the community would appear important. In such a situation, committed workforce are considered as the best factor for preparation of this issue [30]. The basic model presented in this study is illustrated in Figure 1.

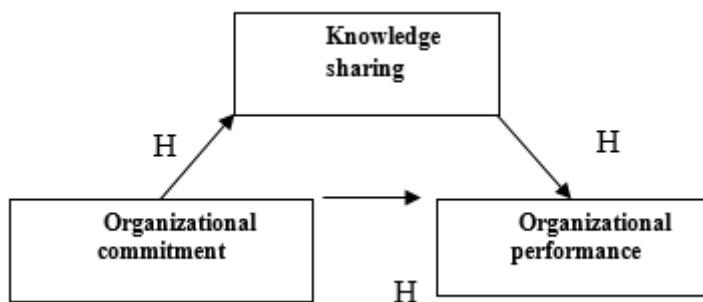


Figure 1. Research Model

## 3. Methodology

### 3.1. Measurement

The studied companies have long been involved in different projects with diverse topics by acquiring the knowledge, expertise, and experience of many scholars in various areas including mechanics, physics, chemistry, IT, management, etc. In such organizations, a great amount of knowledge is produced through completion of different projects. It should be noticed that a part of such knowledge is stored in reports, softwares, manuals, and documents, but the other part is reserved hidden in the people's minds and with lower chance of being transmitted and reused as explicit knowledge in the format of experiences and visions.

Insufficient utilization of such knowledge by any organization would mean to squander the cost savings, which clearly indicates a lack of productivity. Knowledge management systems are constructed in such an atmosphere. They are aimed at generation, recognition, storing, transmitting, and using the needed knowledge in the organization. Neglecting the produced knowledge in an organization shows the unproductivity of the organization, which without doubt would straightly influence adversely on organizational performance.

From the scope of industrial operations, the knowledge, affecting the production behavior, is technical know-how. It impacts on the product value added and organizational performance directly. Employees of such an organization enjoy high know-how while most of them are close to retirement age. Since the highest risk in the organizations with high technical know-how is the manpower stability, the importance of knowledge management

becomes more critical in such organizations. Undoubtedly, incorrect implementation of knowledge management related initiatives would increase the costs, lower the quality, and decrease the performance in near future.

In this study, both interview and the questionnaire have been employed. The questionnaire had 5 parts and included demographic information, questions about organizational culture, organizational commitment, knowledge sharing, and organizational performance. In addition, an interview was implemented with workers to identify the organizations' dominant culture, and it became apparent to the authors that the dominant cultures were bureaucratic. In fact, in number of questions in the questionnaire, it was intended to ensure that type of culture. Questions on commitment, knowledge sharing, and organizational performance were selected based on Likert five scale. The validity was proven by surveying the experts, and the reliability was obtained by Cronbach's alpha coefficient, equal to 0.77, which is in the acceptable range. Different parts of each of the three sections are as below:

- Questions about demographic information, including employment title, education, experience, age, and gender
- Questions related to organizational culture, knowledge sharing assessment, questions related to organizational commitment, and organizational performance

Selection of participants was based on the knowledge common characteristics, and thus, the participants were selected from educated people in the organization. Some of the participants include assistants, directors, and administrators of the organizations and others were managers of the organizations including human resource managers and experts in the field of knowledge management and R&D. Data collection was conducted in the fall and winter of 2012. Since this study is concerned with knowledge management in the organizations with bureaucratic cultures, at the beginning, Queen organizational culture questionnaires were distributed in three organizations, which were speculated with bureaucratic culture. Afterwards, based on the results of the questionnaires and short interviews with workers of these organizations, it was shown that their dominant culture was bureaucratic. Subsequently, the relationship between organizational commitment, knowledge sharing, and organizational performance was studied by distributing and collecting 183 questionnaires. Added to that, the dimensions of knowledge sharing and organizational commitment in bureaucratic culture was appraised through the related tests.

The questions in this section were taken from the Tseng (2010) consisting 8 questions, which measure the interest of employees for knowledge sharing. In addition to assessment of the reliability of this questionnaire in the abovementioned article, it has been re-checked in the population under study and the internal consistency was obtained 0.83 based on alpha coefficients. Moreover, the validity of questionnaire was confirmed by experts. The questionnaire consisted of 8 questions related to knowledge sharing. Its reliability has been proven in many studies and it has a good reliability. Its validity has been confirmed by experts. In this case, the maximum grade is 40. Based on the opinions of experts and scholars, the workers were segmented based on their interests and abilities in knowledge sharing into three categories:

- Those with a score above 30 were identified as interested in knowledge sharing.
- Those with a score between 20 and 30 were identified as with moderate interest.
- The people with a score below 20 were identified as with low level of interest in knowledge sharing.

According to the results of the sample in the organizations with bureaucratic cultures, 31% of the individuals were scored less than 20, 59% between 20 and 30, and the remained 9% earned higher than 30.

The questions with regard to organizational culture has been developed by considering the Quinn's four dimensions of culture. This questionnaire with 4 questions was designed upon individuals' agreement with each of the four options, in which the type of organizational culture can be detected by corresponding the chosen option. Its internal consistency was obtained 0.87 based on alpha coefficients

The questions in the organizational commitment section were taken from the questionnaire developed by Linz (2003) [31]. The questionnaire consisted of seven items that assesses individuals' commitment in total. In this questionnaire, each person can earn a score from 7 to 35, which the scores less than 15 indicate a low level of organizational commitment, between 15 and 25 indicate the moderate level of organizational commitment, and the scores higher than 25 reflect high level of commitment. On this basis, according to the results, 35% of patients had low level of organizational commitment, 45% had moderate, and 20% had high level of organizational commitment. Thus, it can be perceived that a high percentage of subjects had low and moderate organizational commitment. The reliability of the questionnaire based on Cronbach's alpha coefficient was gained 0.71.

The organizational performance questionnaire has been deployed in many papers [32], which consists of 5 items and measures organizational performance totally. The options for the respondents have been designed based on the Likert scale degrees: "totally disagree", "disagree", "no idea", "agree", "totally agree". Its reliability has been verified in many studies and it has a good validity. Cronbach's alpha coefficient for this section was attained 0.79.

**3.2 Questionnaire collection and data analysis**

Table 1 shows the sociological situation of the respondents, according to the results obtained from 188 participants.

**Table 1.** Demographic characteristics of the responded firms (n= 183)

Row	Index	Status
1	Gender	52% male, 48% female
2	Age	(37%) below 30 years old, (33%) between 30-35 years old, (19%) between 35-40 years old, and (11%) more than 40 years old
3	Education	(5%) associates degree, (49%) Bachelor, (41%) Master, and (5%) PhD
4	Occupation	(46%) experts, (29%) supervisors, (15%) deputies, and (10%) managers
5	Work experience	(40%) less than five years, (25%) between 5-10 years, (19%) between 10-15 years, and (16%) more than 15 years

**4. Verification of results**

**4.1 The relationship between organizational commitment and organizational performance**

**Hypothesis 1:** The differences in organizational commitment of workers effect on organizational performance.

According to the literature review, organizational commitment has significant impact on organizational performance. Therefore, this study attempted to test this relationship by one-way ANOVA analysis. The results of this test indicated that organizational commitment affected organizational performance; this claim is acceptable considering the significance level of 0.019. In other words, organizational commitment effects on different levels of organizational performance. The results of Scheffe’s multiple comparison tests present the difference caused by different levels of organizational commitment on organizational performance. Findings showed that low level of commitment amongst workers has significantly reduced the performance. Moreover, the results exhibited an enormous difference between low and high levels of organizational commitment, in terms of organizational performance, which is confirmed by the significance levels of the results. The results of this section are shown in tables 2.

**Table 2.** Scheffe’s multiple comparison procedure

(I) Organizational commitment	(J) Organizational commitment	Mean difference (I-J)	Std. Error	Sig.	95% Confidence interval	
					Lower bound	Upper bound
Low	Medium	-.8966*	.26670	.005	-1.5618	-.2313
	High	-1.2424*	.25983	.000	-1.8905	-.5943
Medium	Low	.8966*	.26670	.005	.2313	1.5618
	High	-.3459	.23692	.349	-.9368	.2451
High	Low	1.2424*	.25983	.000	.5943	1.8905
	Medium	.3459	.23692	.349	-.2451	.9368

**4.2 The relationship between organizational commitment and knowledge sharing**

**Hypothesis 2:** The differences in organizational commitment of workers effect on the process of knowledge sharing.

In this section, one way ANOVA was employed to examine the relationship between these two components. The results of this test indicated that commitment affects knowledge sharing in organizations significantly. This claim is acceptable due to the significance level.

The results showed that the higher the organizational commitment of individuals is, the higher the interest and ability in knowledge sharing will be. Similarly, it was demonstrated that the individuals with high and moderate levels of organizational commitment had better performance and were more interested in sharing their knowledge with others than those with low level of commitment. Correlation test was also performed to evaluate the

relationship between organizational commitment and knowledge sharing, which displayed the significant and positive correlation between these dimensions. The results of this section are shown in tables 3 and 4.

**Table 3.** Pearson correlation

Organizational commitment	Knowledge sharing	
	Pearson correlation	.501**
	Sig. (2-tailed)	.000
N		183

**Table 4.** Scheffe’s multiple comparison procedure

(I) Organizational commitment	(J) Organizational commitment	Mean difference (I-J)	Std. Error	Sig.	95% Confidence interval	
					Lower bound	Upper bound
Low	Medium	-1.3590*	.31932	.000	-2.1555	-.5625
	High	-1.8122*	.31109	.000	-2.5882	-1.0363
Medium	Low	1.3590*	.31932	.000	.5625	2.1555
	High	-.4532	.28366	.285	-1.1608	.2543
High	Low	1.8122*	.31109	.000	1.0363	2.5882
	Medium	.4532	.28366	.285	-.2543	1.1608

**4.3. knowledge sharing and organizational performance**

**Hypothesis 3:** The differences in knowledge sharing status effect on organizational performance.

By considering knowledge sharing in organizations and by consulting with professors and experts, individuals were divided into three levels based on their desire to share knowledge. Accordingly, those with the scores between 30 and 40 had high ability and interest in knowledge sharing. Additionally, those with a score between 20 and 30 had moderate ability and interest in knowledge sharing. Finally, the respondents with the scores below 20 had low ability and interest in knowledge sharing.

Results of one-way analysis revealed that knowledge sharing can drastically affect the performance. Furthermore, it was concluded that the performance in the organizations with workers who had moderate or low willingness to share knowledge, is lower than the organizations with workers who had high willingness and ability to share knowledge. The performance of those organizations with the workers who had moderate willingness and ability to share knowledge is somewhat higher than those with less ability. The results are shown in tables 5.

**Table 5.** Scheffe’s multiple comparison procedure

(I) Knowledge sharing	(J) Knowledge sharing	Mean difference (I-J)	Std. Error	Sig.	95% Confidence interval	
					Lower bound	Upper bound
Low	Medium	-.8333*	.29339	.021	-1.5651	-.1015
	High	-1.3644*	.25184	.000	-1.9926	-.7363
Medium	Low	.8333*	.29339	.021	.1015	1.5651
	High	-.5311	.24268	.098	-1.1364	.0742
High	Low	1.3644*	.25184	.000	.7363	1.9926
	Medium	.5311	.24268	.098	-.0742	1.1364

**4.4. The average knowledge sharing:**

H0: The average knowledge sharing is 3

H1: The average knowledge sharing is not 3

Given the significant level of T coefficients obtained, we conclude the null hypothesis is rejected and the average 3 is not. Since the upper limit for a positive number and a positive number is too low, We conclude that the average of this dimension is more than 3.

**One-Sample Statistics**

	N	Mean	Std. Deviation	Std. Error Mean
knowledge sharing	183	4.0554	.67842	.05982

One-Sample Test						
Test Value = 3						
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
knowledge sharing	18.059	182	.000	1.05656	.9411	1.1721

**4.5. The average organizational performance:**

H0: The average organizational performance is 3  
 H1: The average organizational performance is not 3

Given the significant level of T coefficients obtained, we conclude the null hypothesis is rejected and the average 3 is not. Since the upper limit for a positive number and a positive number is too low, We conclude that the average of this dimension is more than 3.

One-Sample Statistics				
	N	Mean	Std. Deviation	Std. Error Mean
organizational performance	183	3.8451	.62117	.05114

One-Sample Test						
Test Value = 3						
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
organizational performance	14.965	182	.001	.82301	.7112	.9120

**4.6. The average organizational commitment:**

H0: The average organizational commitment is 3  
 H1: The average organizational commitment is not 3

Given the significant level of T coefficients obtained, we conclude the null hypothesis is rejected and the average 3 is not. Since the upper limit for a positive number and a positive number is too low, We conclude that the average of this dimension is more than 3.

One-Sample Statistics				
	N	Mean	Std. Deviation	Std. Error Mean
organizational commitment	130	3.8327	.67226	.05896

One-Sample Test						
Test Value = 3						
	T	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
organizational commitment	14.123	129	.000	.83269	.7160	.9493

## 5. Discussion

Based on analysis of the collected questionnaires, it can be concluded that in the studied organization, which had a bureaucratic culture, organizational commitment is unsatisfactory, because only about 20% of the workers of these organizations had high level of organizational commitment and approximately 80% of them had low or moderate level of organizational commitment. In terms of knowledge sharing, only 9% of the workers in these organizations with bureaucratic culture highly tend to share knowledge and information with others. This perception shows that both knowledge sharing and organizational commitment are weak in bureaucratic cultures. Another factor that weakens knowledge sharing in bureaucratic cultures is that the workers in these organizations use knowledge only for power and career advancement. Therefore, they are not willing to share their knowledge with others. The analysis showed that the stronger the organizational commitment and loyalty among workers is, the higher the organizational performance will be. Hence, the organizations and companies can raise the level of loyalty and commitment among workers. According to what has been suggested as the scientific evidence, it is likely that there will be a direct relationship between these two factors. With respect to the relationship between organizational commitment and knowledge sharing, it can be comprehended that commitment directly affects the interest and ability of individuals in knowledge sharing. The reason is that committed and loyal people are more interested to share their knowledge with others in the organization, which can consequently raise organizational performance. Considering the relationship between knowledge sharing and organizational performance, the results verified that organizational performance in the organizations with better knowledge sharing status is higher than those organizations with less interest in knowledge sharing. The reason can be stated in a way that according to scientific evidence, it is clear that the successful knowledge sharing leads to successful knowledge management and the significant influence of knowledge management on organizational performance is obvious.

The results ultimately confirmed that organizational commitment among workers has an effect on knowledge sharing and organizational performance. Hence, commitment leads to more knowledge sharing and higher level of organizational commitment.

The findings indicated that the knowledge manager and employees are generally reluctant to share their professional and personal experiences. In fact, there is a wrong image among managers that knowledge sharing would lead to miss the knowledge and would prevent knowledge promotion. Such workers attempt to keep their power in the organization by knowledge ownership and they would prefer not to participate in the process of dissemination of ideas, experiences, and knowledge.

The surveyed organizations can improve their organizational performance through the cultural grounds of knowledge sharing to promote organizational commitment. Knowledge sharing can motivate the personnel, maintain human and financial capitals, respond and resolve the problems by the aid of specialists in the lowest possible time, lead to better organizational efficiency, create organizational synergy, and promote the employees from the scientific point of view.

Much research has been done on the effect of organizational commitment on performance. However, there is still an opportunity for researchers to investigate the relationship by using other variables such as knowledge sharing. In the current research, the relationship and interaction between these three factors were studied in three organizations with bureaucratic culture.

The same subject can be examined in the organizations with varied cultures, such as tribal adhocracy and the impact of these three organizational cultures can be evaluated on organizational commitment, knowledge sharing, and organizational performance.

## 6. Conclusions

By considering the scientific evidence about the relationship between organizational commitment, knowledge sharing, and organizational performance, it has been perceived that extensive research has not been carried out in this field. Hence, this study has aimed to examine organizational commitment and knowledge sharing in the organizations with bureaucratic culture. By means of statistical methods and related tests, the study indicated the weakness of these two factors in bureaucratic culture. The relationship between both organizational commitment and knowledge sharing with organizational performance was assessed. The results showed that both organizational commitment and knowledge sharing had direct relationship with organizational performance. In other words, improvement of knowledge sharing and organizational commitment among workers can lead to the improved organizational performance. Additionally, future research in this field can study this issue in other types of organizational culture, such as familial or adhocratic, and these relationships can be also investigated by using some other variables such as leadership style.

Some studies have pointed out that hierarchical culture can enhance the process organization and knowledge storing, and hence, can impact on knowledge management since they improve the system procedures and processes



[33, 34]. It should be mentioned that the findings on the association between organizational commitment and performance are inconsistent with the researches by Rashid et al. (2003). Rashid et al. (2003) claimed that a bureaucratic environment cannot influence on the employees' organizational commitment, and similarly not on organizational performance. However, supportive ambience can impact on the employees' commitment positively [35].

In the present study, it has been depicted that a bureaucratic organizational culture can disseminate individualistic behavior as a structure that would yield to information stockpile and prevent knowledge sharing in organizations. These findings are fully compatible with the results of a study conducted by Gold et al. [36]. The findings on a positive and significant relationship between organizational commitment and knowledge sharing are similar to the results by Hoffe and Reeder [37].

Moreover, the researches by Chin et al. (2007) indicated that knowledge management capabilities impact on organizational performance positively and significantly [38]. The direct effect of knowledge management capabilities on the organizational performance improvement has been also proved in other researches [39, 40, 41]. However, Zak et al. (2009) proved that there is no relationship between knowledge management and financial performance of the organization [42].

Although all the elements of organizational culture, organizational structure, technology, and HR management procedures should be considered altogether, in the studied organization, creation of the training and cultural grounds is recommended as a proper and successful solution to improve the knowledge management activities.

Since the studied organizations are industrial corporations with high technical know-how and produces innovative products, it can be determined that the findings of the present study can be extended to similar cases.

## 7. Limitations and recommendations

Due to the limitations of the current research, the focus has been only on knowledge sharing. Therefore, it is recommended to carry out other studies in this field to increase the understanding of the following subjects:

- To realize more in depth about the similar studies in other countries and with regard to other standard questionnaires
- To identify the other factors associated with knowledge management processes, which have been excluded in the current study
- To compare different dimensions of organizational commitment and their impact on organizational performance and knowledge management

Furthermore, it should be also declared that the other limitation of this study was the lack of cooperation from the organizations.

## References

- 1- Ramadan, B. M., Dahiyat, S. E., Bontis, N., & Al-Dalahmeh, M. A. (2017). Intellectual capital, knowledge management and social capital within the ICT sector in Jordan. *Journal of Intellectual Capital*, 18(2), 437-462
- 2- Akhavan, P, Zahedi, MR, Dastyari, A, and Abasaltian, A (2014), The effect of organizational culture and leadership style on knowledge management in selected research organizations, *International Journal of Scientific Management and Development*, Vol.2 (9), 432-440.
- 3- Sahibzada, U.F., Latif, K.F., Xu, Y. and Khalid, R. (2020), "Catalyzing knowledge management processes towards knowledge worker satisfaction: fuzzy-set qualitative comparative analysis", *Journal of Knowledge Management*, Vol. 24 No. 10, pp. 2373-2400.
- 4- Toffler, A. (1990), *Power Shift: Knowledge, Wealth and Violence at the Edge of the 21st Century*, New York: Bantam Books.
- 5- Sahibzada, U.F., Jianfeng, C., Latif, K.F. and Sahibzada, H.F. (2020), "Fueling knowledge management processes in Chinese higher education institutes (HEIs): the neglected mediating role of knowledge worker satisfaction", *Journal of Enterprise Information Management*, Vol. 33 No. 6, pp. 1395-1417.
- 6- Drucker, P. (2001), "the next society: a survey of the near future", *The Economist*, Vol. 3, No. 1, pp. 2-20.
- 7- Popovič, A., Puklavac, B., & Oliveira, T. (2019). Justifying business intelligence systems adoption in SMEs: Impact of systems use on firm performance. *Industrial Management & Data Systems*, 119(1), 210-228
- 8- Abzari, M. Shahin, A. Abasaltian, A (2016). Studying the impact of personality constructs on employees' knowledge sharing behavior through considering the mediating role of intelligent competencies in project-oriented, *Modern Applied Science*, Vol. 10, No. 6, pp. 194-204.

- 9- Zawaideh, F. H., Al-Zoubi, M.I., Abualoush, S.H., Masa'deh, R., & Kanaan.R.K. (2018). The impact of knowledge documentation process as an intermediary variable among knowledge acquisition process, organizational culture and human capital. *Modern Applied Science*, 12(11), 151-168.
- 10- Lai, M.F. and Lee, G.G. (2007), "Relationships of organizational culture toward knowledge activities", *Business Process Management Journal*, Vol. 13, No. 2, pp. 306-22.
- 11- Robins, S. (1999). *Organizational behavior management*. Translators: Parsaeian, A and Arabi, M. Tehran: Institute of Business Research Studies, p 967
- 12- Meyerson D, Martin J. (1987). Cultural change: an integration of three different views, *Journal of Management Studies*, Vol. 24, No. 6, pp. 623-647.
- 13- Cameron, K.S, & Quinn, R.E. (1999). *Diagnosing and Changing Organizational Culture: Based on the Competing Values Framework*. Reading, Massachusetts, Addison- Wesley.
- 14- Martinsons, M.G. and Davison, R.M. (2007), "Strategic decision making and support systems: comparing American, Japanese and Chinese management", *Decision Support Systems*, Vol. 43, No. 1, PP. 284-300.
- 15- Guleryaz, G., Guney, S., Miski Aydin, E., Asan, (2008). The mediating effect of Job satisfaction between emotional intelligence and organizational commitment of nurses: A questionnaire survey. *International Journal of nursing studies*. Ns: 1304, No of pages 11, (from, [http:// www. Science direct. Com](http://www.Science direct. Com)).
- 16- Baldé, M., Ferreira, A. I., & Maynard, T. (2018). SECI driven creativity: the role of team trust and intrinsic motivation. *Journal of Knowledge Management*, 22(8), 1688-1711.
- 17- Gunlu Ebra and Aksarayli and percin Nilufar .(2010) "job satisfaction and organizational commitment of hotel managers in Turkey", *international journal of contemporary hospitality management*, vol.22, pp.693-717.
- 18- Podsakoff, P. M., MacKenzie, S. B., Paine, J. B., and Bachrach, D. G. (2000), "Organizational Citizenship Behaviors: A Critical Review of the Theoretical and Empirical Literature and Suggestions for Future Research", *Journal of Management*, Vol. 26, pp. 513-563.
- 19- Yahya, S. & Goh Toward Achieving Knowledge Management, *Journal of Knowledge Management*, Vol. 6, pp. 457-468., W.(2002), *Managing Human Resource*
- 20- Riege, A. (2005) Three-dozen knowledge-sharing barriers managers must consider, *Journal of Knowledge Management*, 1.9, 3, 18-35.
- 21- Davenport, TH. and Prusak, L. (1998), *Working knowledge: How organisations manage what they know*, HBS Press, Boston, MA.
- 22- Dyer, J. H. & Nobeoka, K. (2000) Creating and managing a high-performance Knowledge-sharing network: The Toyota case. *Strategic Management Journal*, No. 21, pp. 345-367.
- 23- Germain, R., Droge, C. and Christensen, W. (2001), "the mediating role of operations knowledge in the relationship of context with performance", *Journal of Operations Management*, Vol. 19, No. 4, pp. 453-69.
- 24- Jafari, Mostafa, Akhavan, Peyman, Hosnavi, Reza, Abasaltian, Ali (2013), A Study of the Relationship between Psychological Traits of Individuals with Aspects of Personal Knowledge management, *Journal of research in human resources management*, vol, 4. No. 2, pp. 1-21.
- 25- Chakravarthy, B.S. (1986), "Measuring strategic performance", *Strategic Management*, Vol. 7, No. 5, pp. 437-58.
- 26- Kaplan, R.S. and Norton, D.P. (1996), *the Balanced Scorecard*, Harvard Business School Press, Boston, MA.
- 27- Lee, K.C., Lee, S. and Kang, I.W. (2005), "KMPI: measuring knowledge management performance", *Information & Management*, Vol. 42, No. 3, pp. 469-82.
- 28- Jahanbakhshian, Pouria (2019), THE BRAND CALLED ABASALTIAN (THE EFFECT OF BRAND CONTENT AND BRAND CREDIBILITY ON BRAND VALUE), *International Journal of Scientific and Education Research*, Vol. 3, No. 01; 2, pp. 32-52.
- 29- Hislop, D. (2003), *Linking Human Resource Management and Knowledge Management Via Commitment: A Review and Research Agenda*, *Employee Relations*, Vol. 25, pp. 182-202.
- 30- Alvesson, M. (2000), Social Identity in Knowledge-Intensive Companies, *Journal of Management Studies*, Vol. 37, pp. 1101-1123.
- 31- Karami nia, R.et all. (2010). Relationship between leadership style with organizational culture and commitment in military force, *International journal of military medicine*, Vol. 12, No.2, pp. 65-70.
- 32- Tseng, S.M. (2010), "the correlation between organizational culture and knowledge conversion on corporate performance", *journal of knowledge management*, Vol. 14, No. 2, PP, 269-284.
- 33- Rai, R.K. (2011), *Knowledge Management and Organizational Culture: a Theoretical Integrative Framework*, *Journal of Knowledge Management*, Vol. 15, No. 5, pp. 780-801.
- 34- Magnier-Watanabe, R. (2009), *Congruent Knowledge Management Behaviors as Discriminate Sources of Competitive Advantage*, *Journal of Workplace Learning*, Vol. 21, No. 2, pp. 109-126.
- 35- H Soleimani, SM Mosavi, A Arbabi, A Abasaltian, *The Effect of Organizational Learning on Knowledge Creation (Case Study: Selected Research Organizations in Isfahan)*, *Journal of Administrative Management, Education and Training* 12 (4), 19-25.

- 
- 36- Hooff, B V D., and Ridder J A D. (2004), Knowledge sharing in context: the influence of organizational commitment, communication climate and CMC use on Knowledge sharing, *Journal of knowledge management*, Vol. 8 No. 6, pp117-130.
  - 37- Chin, Y. L., Tsung, H.K. (2007), "The mediate effect of learning and knowledge on organizational performance", *Journal of the Industrial Management & Data Systems*, Vol. 107, No. 7, pp. 1066-1083.
  - 38- P Akhavan, S Samiee, M Abasaltian, E Samimi, A Abasaltian, The Effect of Emotional Intelligence on Four Dimensions of knowledge Conversion in Selected Industrial Organizational, *Modern Applied Science* 9 (12), 134.
  - 39- Ruiz-Mercader, J., Merono-Cerdan, A.L. and Sabater-Sanchez, R. (2006), "Information technology and learning: their relationship and impact on organizational performance in small business", *International Journal of Information Management*, Vol. 26, No. 1, pp. 16-29.
  - 40- Bogner, W.C. and Bansal, P. (2007), "Knowledge management as the basis of sustained high performance", *Journal of Management Studies*, Vol. 44, No. 1, pp. 165-88.
  - 41- Lee, Y.C. and Lee, S.K. (2007), "Capability, processes, and performance of knowledge management: a structural approach", *Human Factors and Ergonomics in Manufacturing*, Vol. 17, No. 1, pp. 21-41.
  - 42- Zack, M., McKeen, J., Singh, S. (2009), Knowledge management and organizational performance: an exploratory analysis, *Journal Of Knowledge Management*, Vol. 13, No. 6, pp. 392-409.
  - 43- Abzari, M. Shahin, A. Abasaltian, A. (2014), Developing a conceptual framework for knowledge sharing behavior by considering emotional, social and cognitive intelligence competencies, *Kuwait Chapter of Arabian Journal of Business and Management Review*, Vol. 33 No. 2579, pp. 1-12.