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Mediating effect of Knowledge management mediating effect on relationship between organizational culture and entrepreneurial orientation (Case study: employees of Qazvin's municipalities of districts one and two)

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Abstract
The aim of the present research was to study the impact of organizational culture on entrepreneurial orientation given the mediating role of knowledge management. The statistical population consisted of the employees of district 1 and 2 municipalities of Qazvin who were about 200 in number, of whom 130 people were selected based on stratified random sampling method and Cochran formula. Data analysis was done using structural equation modeling with the help of LISREL 8.8 software and Smart PLS 2 in two parts: measurement model and structural part. In the former, technical characteristics of questionnaire were evaluated and the necessary amendments were made; and in the second part, the coefficients of structural model were used to test the hypothesis of the research. The results indicate a significant and positive impact on the entrepreneurial orientation of organizational culture and knowledge management on the one hand and on the other hand a significant impact on the relationship between the two of the mediator of knowledge management.

Key words: *knowledge management, organizational culture, entrepreneurial orientation*

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Introduction

Organizations in the dynamic environment of global competition today and a rapidly changing world increasingly have pledged to undertake entrepreneurial activities to survive and achieve competitive success (Kevin and Kuratko, 2010). Des et al. (1999), argue that for a more competitive market, organizations must have an entrepreneurial approach (Mobini Dehkordi et al., 2012). On the other hand, in recent years, organizations have begun joining knowledge process. Knowledge is a key resource for innovativeness and entrepreneurship that must be managed (Harris et al., 2013). In such circumstances, organizations can operate successfully that can benefit from their knowledge as a competitive advantage. Therefore, knowledge management is also one of the most important tasks of the organizations that are trying to become a learning organization.

So to survive and thrive and even maintain the status quo, the flow of knowledge, innovativeness must be continued in the organization to prevent it from stagnation and destruction, and to achieve these important needs an appropriate cultural (Dong et al., 2011). In fact, corporate culture is knowledge management infrastructure and plays an important role in the success or failure of corporate strategies. Organizational culture can be a source of competitive advantage (Harahsheh & Qulah, 2016). Knowledge management without a good corporate culture based on trust cannot be applied so successfully. If the culture does not encourage the knowledge distribution and knowledge sharing, knowledge management will face challenges (Davenport & Prusak, 1998). The status of concepts of entrepreneurship in organization depends on proper implementation of various parts of knowledge management such as the creation of knowledge and knowledge transfer. In particular, entrepreneurial orientation of individual that refers to risk-taking, innovativeness, pioneering, aggressive competition and autonomy are influenced by various organizational factors such as organizational culture, so that the coordinating of values and norms of the organization (organizational culture icon) creates and strengthens the entrepreneurial orientation and prevent people from withholding their knowledge in order to maintain their personal power position and efficiency (Wang & Parviz, 2003).

Previous researches conducted show that one of the barriers to creating and strengthening the entrepreneurial orientation in the people is the inconsistency of values on the one hand, and on the other hand, inefficiency of organization in the proper implementation of knowledge management cycle. The organizational culture has an important role in knowledge management and cultural change is one of the most important aspects of any knowledge management system; given the importance of this issue, in this paper, the impact of organizational culture on entrepreneurial orientation directly and also the mediating effect of knowledge management on the relationship between the two variables were studied.

Background

Organizational Culture

Today, organizations must know and check their corporate culture before any change. Knowledge and evaluation of the potential impact of culture and management leads to better understanding of the effects on the management of the tangible and intangible culture; several definitions have been proposed for organizational culture from different perspectives. Robbins (2005) defines culture as a system of concepts and ideas shared between members of the organization that determines their behavior towards each other and those outside the organization. Organizational culture is defined as beliefs and expectations that create norms of the organization. These norms shape the treatment of people in the organization (Haji & Kharratzadeh, 2014). Dennison et al. (2006) also notes that organizational culture is the very basic values,

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beliefs and moral principles which are the foundation for an organizational management system. They define organizational culture as having dimensions of involvement (empowerment, team-building, development of capabilities); adaptability or adaptability (creation of change, customer focus, organizational learning); mission or mission (strategic orientations, goals and objectives and outlook), and consistency (fundamental values, consistence, coordination and coherence).

Entrepreneurial orientation

Today, organizations are increasingly faced by situations that require entrepreneurial orientation. Organizations must provide conditions in which the entire organization have entrepreneurial spirit and they can be readily and continuously and in individual and collective manner, engage in entrepreneurial activities in organizations (the Talebi et al., 2015).Organizations that want to successfully perform entrepreneurship need to have an entrepreneurial orientation (Lumpkin and Dess, 2005). In a dynamic environment, through increased proactiveness, risk-taking activities as well as promoting innovativeness in products, processes and services, entrepreneurial orientation helps organizations (Hyung and Wang, 2013). Morris and Paul (1987) defined entrepreneurial orientation as top management's willingness to accept a calculated risk, innovativeness and proactiveness (Todorovic & MA, 2008). Entrepreneurial orientation keeps organizations alert of rapid change and made them aware of new trends helps companies in identifying opportunities and launch new businesses (Lumpkin et al., 2009). Entrepreneurial orientation provides a mindset and a perspective about entrepreneurship that is reflected in current processes and organizational culture. Lumpkin and Dess (1996) proposed five constructs of innovativeness, risk-taking, market proactiveness, and aggressive approach autonomy for measuring entrepreneurial orientation and, according to most researchers of entrepreneurship, organizations with a strong entrepreneurial orientation more efficiently achieve their goals (Dess & Lumpkin, 2005).

Knowledge management

Changing world today demands that organizations be looking for new tools to survive; one of these tools that can help organizations meet these goals is knowledge management. Knowledge management is process that helps organizations to discover, select, organize and publish important information and expertise that is essential for activities such as problem solving, dynamic learning and conclusion (Davenport and Prusak, 1998). Knowledge management can improve a wide range of organizational performance features by enabling the organization to have "wiser performance". Knowledge management has been considered as a critical strategy to achieve competitive advantage in recent years (Young, 2010).

Knowledge management is about acquisition and storage of employees' knowledge and making it available to others in an organization (Nonaka, 1995) which improves organizational performance (Kasemsap, 2015). Newman and Conrad (2000) states that knowledge flows through processes in organizations, and in such process, the data is converted into information, information to basic knowledge, and finally basic knowledge to meta-knowledge; They likened the process to a life cycle, and this cycle consists of four phases of preservation of knowledge, transfer of knowledge, application of knowledge and new knowledge creation.

Organizational culture and entrepreneurial orientation

As mentioned in the theoretical literature of the research, scientists in different fields all believe that entrepreneurial activity plays an important role in the success of the organization. On the other hand, an important factor which causes the implementation of these activities in the organization is formation of entrepreneurial orientation in an organization. If employees foster features of risk-taking, innovativeness, autonomy and proactiveness as

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well as aggressive approach and apply them in their decisions, performance improvement will accelerate organization (Lumpkin and Dess, 1996). To create entrepreneurial orientation in an organization, focus should be placed on the organizational culture and coordinating individuals' values and norms with the norms and values of the organization (Parnell and Lester, 2007). Appropriate organizational culture is one of the important and very effective in the identification, development, improvement and development of entrepreneurial organizations that is mentioned in many of the studies and research undertaken in the field of entrepreneurship (Ghahremani et al., 2010; Lee et al., 2011).

Given the theoretical foundations expressed in the relationship between organizational culture and entrepreneurial orientation, the first hypothesis is: organizational culture has a significant impact on the entrepreneurial orientation of individuals.

Organizational culture and knowledge management

Organizational culture is an aspect of knowledge management. Finding the type of culture that is always associated with knowledge management is one of the most important issues in knowledge management literature (Jones, 2009). In organization where in the creation of work teams and participation in doing things and trust between employees are known as cultural factors, these cultural factors will lead to spread of knowledge flows more freely across the entire organization and also these factors will play an important role in creating and acquiring and disseminating knowledge. Thus, we can conclude that the more individuals in organizations are given freedom of action and the more people are more involved in doing things together, equally, the acquisition, creation, development and application of knowledge will be more successful (Ciganek et al., 2010). Davenport and Prusak (1988) suggest that organizational culture is crucial for knowledge management practices; through focusing on organizational goals and objectives, organizations with successful practices of knowledge management have frequently expressed inherent culture as a vital factor in achieving success (Hackett, 2000). In fact, according to Davenport and Prusak (1988), organizational culture is crucial for knowledge management practices by focusing on for organizational goals and objectives. Prominent studies of the failures of various knowledge management practices have revealed that organizational culture is one of the main obstacles to the success of knowledge management (Alavi et al., 2009). So organizational culture can be both facilitation and an obstacle to the success of knowledge management (Kaur et al., 2012); Research clearly supports the relationship between organizational culture and knowledge management practices; however, it is not clear which aspects of organizational culture facilitate or hinder knowledge management or have the greatest influence on the success or failure of organizations. Given the theoretical foundations expressed on the relationship between organizational culture and knowledge management, the second hypothesis of the research is as follows: organization culture has a significant impact on individuals' knowledge management.

Knowledge management and entrepreneurial orientation

Entrepreneurs require access to the tool. One of the appropriate tools for the development of entrepreneurship and corporate entrepreneurship is taking advantage of the knowledge management based on concepts of entrepreneurship. So in all aspects of knowledge management, innovativeness and entrepreneurship should be sought. Today, knowledge is the most basic and most important competitive factor; they remember (Subramaniam & Youndt, 2005). Effective management of knowledge facilitates knowledge relationship and changes innovativeness flow requirements. Moreover, such knowledge management leads to increase of innovative behavior and the subsequent

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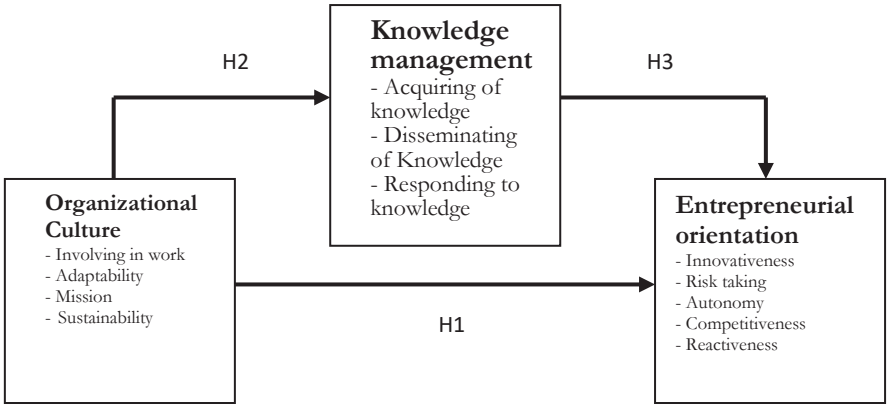


Figure 1, the conceptual model is provided.

tendency towards entrepreneurial behaviors in the organization (Aliyu et al., 2015). As a result, the ability to manage knowledge plays a pivotal role in supporting and fostering new and creative ideas. Yang (2005), states that the integration of knowledge and innovativeness leads to increased performance of the new products and enables companies to lead the market proactiveness and win the competition. Ansari (2009), also noted in his research that the knowledge and knowledge management in the organization can affect entrepreneurial activity and entrepreneurship. Related literature on the relationship between knowledge management and entrepreneurial orientation form the third hypothesis as follows: Knowledge management has a significant impact on the entrepreneurial orientation of individuals.

Theoretical framework

This study's conceptual model was developed given the presence of three main construct (organizational culture, knowledge management and EO), each of which plays a different role. In terms relationship between the constructs, on the one hand the impact of organizational culture on the entrepreneurial orientation of people and on the other hand, the mediating role of knowledge management in the relationship between organizational culture and entrepreneurial orientation were discussed. In

Methodology

The present study was an applied research in terms of objective and the method of obtaining data was descriptive-correlational. Furthermore, quantitative data was collected for testing hypotheses. For this purpose, questionnaires to seek the views of experts working in district one and two municipalities of Qazvin were administered and the results were included. Causal relationship between the variables involved in the study were analyzed using structural equation modeling using LISREL software and PLS. This method is the best tool for the analysis in the researches in which variables are measured with errors and there is a complex relationship between variables. In this study, variables of organizational culture, knowledge management and entrepreneurial orientation are the three main constructs and each of them has based on models of various researchers different dimensions that will be explained in the section on measurement in the detail, and also each dimension have been measured by the number of items (observed variables) as presented in Table 1.

The statistical population consisted of the employees of district 1 and 2 municipalities of Qazvin who were about 200 in number, of whom 130 people were selected based on stratified random sampling method and Cochran formula.

The questionnaire consisted of three parts. The first part contains questions related to organizational culture with 60 questions from

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Number of items	Observed variable	Latent variables
15	Involvement	Organizational Culture (Denison, 2000)
15	Adaptability	
15	Mission	
15	Consistency	
3	Knowledge acquisition	Knowledge management (Darroch, 2003)
3	Knowledge dissemination	
3	Responsiveness to knowledge	
3	Risk taking	Entrepreneurial orientation (Hughes & Morgan, 2007)
3	Innovativeness	
3	Proactiveness	
3	Aggressive competition	
6	Autonomy	

Table 1. Research constructs and their dimensions and items

Denison (2000), the second part contains questions specific to entrepreneurial orientation including 18 questions from Hodges and Morgan (2007) and the third part related knowledge management and contain 9 questions based on the questionnaire Darroch (2003). Table (1) shows the main constructs, their dimensions and question related to each of them.

To check the reliability of the questionnaire, PLS method was used. In this method, reliability of index is used for this purpose. Reliability of index is calculated by measuring the factor loadings by calculating the correlation of indices of a construct with that construct. If this value is equal to or greater than 0.4, reliability of the measurement model is acceptable (Hulland, 1999). But if the load factor between a question and relevant dimension is less than 0.4, questions can be removed from the model and subsequent analysis. However, questions must be careful removed and make sure this doesn't disturb process of research after review of theoretical foundations. Questionnaire's validity was checked by convergent and divergent validity criteria, which are specific to structural equation modeling, First, exploratory factor analysis PLS was used to assess convergent and divergent validity and as shown in Table 2, it well accounted for all dimensions of its constructs, which indicates good convergent and divergent validity.

INV: involvement - ADA: adaptability - MIS: mission - CON: consistency - KA: Knowledge Acquisition - KD: Knowledge Dissemination - RK: Responsiveness to knowledge - RIS: Risk-Taking - INN: Innovativeness - PRO: proactiveness - AGG: aggressive competition - AUT: Autonomy.

In the next step, specifically to assess convergent validity, AVE (Average Variance Extracted) was used; the results of this criterion for dimensions of three variables in are shown in Table 3:

The criterion value for acceptable levels of AVE is 0.5 (Hulland, 1999). As seen from the above table, AVE values of all the constructs was higher than 0.5 and this indicates that convergent validity of questionnaire is at an acceptable level.

For the divergent validity, the difference between the indices of a construct with those

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Main variables / Dimensions of variables	Organizational culture	Knowledge management	Entrepreneurial orientation
INV	**0.761**	0.141	0.190
ADA	**0.701**	0.107	0.143
MIS	**0.829**	0.133	0.206
CON	**0.821**	0.155	0.361
KA	0.240	**0.891**	0.216
KD	0.315	**0.704**	0.253
RK	0.169	**0.714**	0.131
RIS	0.225	0.121	**0.769**
INN	0.315	0.240	**0.744**
PRO	0.431	0.315	**0.821**
AGG	0.231	0.309	**0.826**
AUT	0.302	0.217	**0.806**

Table 2. Exploratory factor analysis PLS to check convergent and divergent validity

Variable	Work involvement	Adaptability	Mission	Consistency	Knowledge acquisition	Knowledge dissemination	Responsiveness to knowledge	Risk taking	Innovativeness	Proactiveness	Aggressive competition	Autonomy
AVE	0.794	0.861	0.823	0.801	0.704	0.692	0.611	0.691	0.653	0.641	0.622	0.633

Table 3 - Results of AVE for research constructs

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of another is compared in the model. This is done by comparing the square the root of AVE of each construct with is correlation coefficient between constructs. For this purpose, a matrix should be formed, in which the values of the main diagonal are root of AVE coefficients of each construct, and values below and above diagonal are correlation coefficients between each constructs and others. The matrix is shown in table (4):

As seen from the matrix above, AVE root of each construct is greater than correlation of that construct with other constructs, which indicates divergent validity of the constructs.

Data analysis and research findings

Next, using LISREL 8.8 software, confirmatory factor analysis was used to assess measurement models of the research. If the following conditions are satisfied, the model has a good fit: achieved significance level from chi-square test (P-value) be greater than 0.05. – Ratio of Chi-square to degree of freedom be less than 3. – Value of RMSA be less than 0.05. – Value of CFI, GFI, AGFI and NNFI be greater than 0.9. As Figure 2 shows, P-value is 0.072, RMSA is 0.028 and chi-square (113.55) to degrees of freedom (51) ratio is 2.23, which is less than 3. The results of the other LISREL output showed that the CFI is 0.921, 1.96 and Z value calculated from GFI and AGFI is 0.940 and 0.944. The measurement models of the three main research construct thus had an

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Variable	Autonomy	Innovativeness	Proactiveness	Aggressive competition	Risk taking	Knowledge acquisition	Dissemination	Responsiveness	Involvement	Adaptability	Mission	Consistency
Autonomy	0.831											
Innovativeness	**0.373**	0.838										
Proactiveness	**0.309**	**0.358**	0.801									
Aggressive competition	**0.112**	**0.239**	**0.143**	0.850								
Risk taking	**0.176**	**0.211**	**0.234**	**0.254**	0.796							
Knowledge acquisition	**0.218**	**0.289**	**0.342**	**0.512**	**0.215**	0.839						
Dissemination	**0.302**	**0.143**	**0.109**	**0.119**	**0.331**	**0.351**	0.832					
Responsiveness	**0.201**	**0.310**	**0.146**	**0.241**	**0.136**	**0.111**	**0.163**	0.782				
Involvement	**0.293**	**0.304**	**0.212**	**0.281**	**0.268**	**0.389**	**0.103**	**0.319**	0.891			
Adaptability	**0.119**	**0.142**	**0.301**	**0.343**	**0.301**	**0.123**	**0.192**	**0.277**	**0.183**	0.927		
Mission	**0.101**	**0.176**	**0.232**	**0.210**	**0.290**	**0.300**	**0.301**	**0.283**	**0.192**	**0.207**	0.907	
Consistency	**0.201**	**0.200**	**0.112**	**0.124**	**0.210**	**0.314**	**0.296**	**0.340**	**0.144**	**0.214**	**0.115**	0.895

Table 4 – Comparison matrix of AVE root and constructs' correlation coefficient (divergent validity)

acceptable fit.

Causal relationship between organizational culture and entrepreneurial orientation, organizational culture and knowledge management and finally the knowledge management and entrepreneurial orientation were measured by the structural model and Smart PLS 2 software. As Figure 3 shows, a significant and direct relationship exists between the three main research constructs and thus organizational culture has a significant and positive impact on the entrepreneurial orientation (H1) and according to the standard output coefficients of Smart PLS, 72 % of entrepreneurial orientation is predicted by organizational culture. The impact of organizational culture on knowledge management (H2) as well as impact knowledge management on the entrepreneurial orientation (H3) is positive and significant. Causal coefficients of the routes between the three main constructs suggest direct and indirect impact (through the mediator of knowledge management) of organizational culture on entrepreneurial orientation. So that the direct impact is accounted for at 72%, indirect effect at 20% (49% × 41%) and total impact at 92% (20% + 72%).

To verify the research hypotheses, bootstrapping command of Smart PLS software was used, which shows the output of coefficients t (Figure 4). When t values are in the range of greater than -1.96- and less than +1.96, it indicates the significance of the relevant parameters and consequently the research hypothesis is confirmed. As specified in Figure 4, t coefficients between the three main research constructs are all above 1.96, which shows that the research hypotheses are accepted.

Conclusion & Suggestions

As mentioned above in the theoretical foundations, given increased environmental dynamism and complexity of today's competitive

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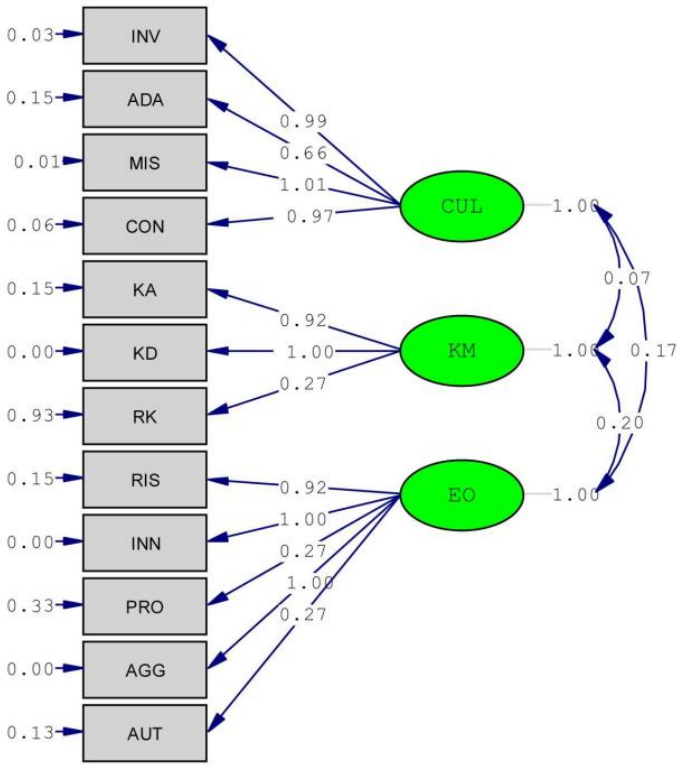


Figure 2. Confirmatory factor analysis by LISREL 8.8

world, organizations have to change their internal structure to adapt better to the environment. Survival of the organization in such a competitive environment requires flexibility and agility. Among the important factors always faced by the top level organizational managers are values, beliefs and norms of this organization that express themselves in the concept of organizational culture. On the other hand, knowledge that plays an active role in the face of the crisis is under the influence of organizational culture and completion of life cycle of this process depends on the beliefs and norms of the organization. In this case, the conclusion reached was that the more the corporate culture draws attention, and the more it is consistent with the vision and future activities of the organization, knowledge management in the organization will be better and more thoroughly implemented. This is consistent with the results of Jones (2009) and Ciganek et al (2010). Also it is consistent with Kaur et al. (2012) who in their research have pointed out that accurate culture results in the successful implementation of knowledge management in organizations. On the other hand, given the dimensions of organizational culture, it can be concluded that each of these dimensions, according to the different findings, can establish a relationship between people and different organizational knowledge, and decide how such knowledge should be used in specific conditions.

As mentioned, the organization must provide the conditions that the entire organization has an entrepreneurial spirit and be able to easily and continuously and individually and collectively do entrepreneurial activities in the organization. Therefore, appropriate organizational culture is a very effective and important factor in the development of entrepreneurial activities and with increase of these activities; enhanced performance will follow (Lumpkin and Dess, 1996). Also Parnell and Lester (2007) suggest that an entrepreneurial culture and behavior of organizations helps to im-

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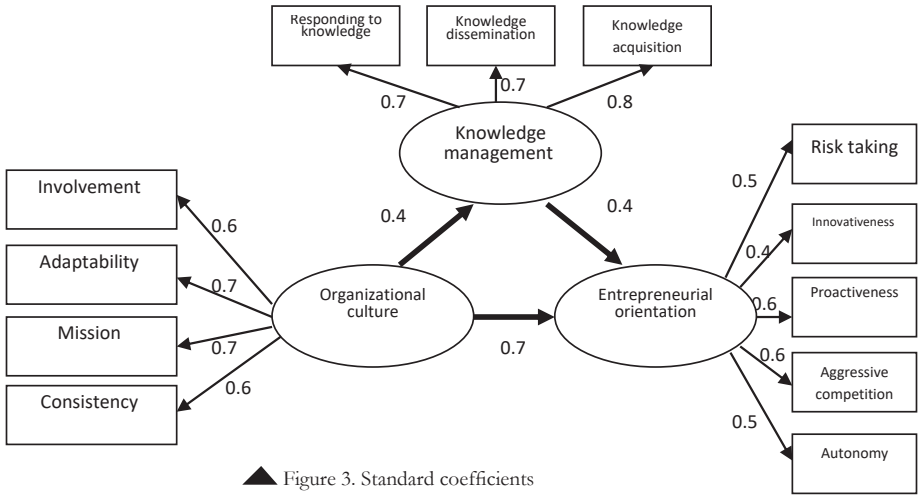


Figure 3. Standard coefficients

prove organizational performance and makes the organization more competitive. The result of this hypothesis is consistent with the results of Ghahremani et al. (2010) and Li et al. (2011) who state that internalal factors such as organizational culture has a positive effect on internal entrepreneurship. With confirmation of this hypothesis, the important finding is obtained that to create an entrepreneurial orientation in an organization, one should focus on the organization's culture and coordinate values and norms of individuals with the norms and values of the organization.

The results of the analysis of the data showed that the effect of knowledge management on entrepreneurial orientation is positive and significant. Thus, according to the study's result, it can be proven that strengthening each of knowledge management components strengthen the innovative and entrepreneurial behavior in people. In the other words, the more the organization provide access to knowledge resources for individuals, it makes people more familiar with new ideas and more innovative ideas and enable them to discover more opportunities for the organization and use them for profitability and operation, and will thus improve the performance of organizations. The results of this hypothesis is consistent with Ansari (2009), Yang (2005); Rahman et al (2010) who state that Knowledge management can be defined as the creation, acquisition, sharing and utilization of knowledge to improve organizational performance as well as with the results of Aliyu et al. (2015) who state that effective management of knowledge facilitates knowledge relationships and change innovativeness process requirements and causes innovative behavior and the subsequent tendency towards entrepreneurial behaviors in the organization to increase. Therefore, given the complexity of today's business environment and rapid technological change as well as shortened product life cycle, organizations need to foster a cultural among its members which promotes high trust between individuals so that they can easily publish and exchange information between them and also foster a cultural generating creativity and innovativeness and paving the way for people to create entrepreneurial tendencies so to get a competitive advantage, to increase the efficiency and effectiveness of the organization's performance. On the other hand, in future research, given that many other factors impact on the entrepreneurial orientation, as well as knowledge management, researchers can examine the effect of these factors and show the importance of each of these factors in a more obvious manner. Also in the future research, one can examine the factors with a moderating role in the relationship between these factors.

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