



## A Study on the Relationship among Organizational Culture, Knowledge Sharing and Team Performance

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### ABSTRACT

In this study, we use regression analysis and hierarchical linear model statistical methods. We detect and verify whether "Organizational Culture on Knowledge Sharing" and "Knowledge Sharing on Team Performance" have a positive impact in the individual level. And Knowledge sharing has an intermediary effect between organizational culture and team performance. In addition, at the group level, organizational culture has a contextual effect on team performance. Finally, this paper provides some suggestions and future research directions for academia.

**KEYWORDS** : Organizational Culture, Knowledge Sharing, Team Performance

### INTRODUCTION

The valuable assets in the organization are employees in the various departments. Enterprises create a different organizational culture between the groups in order to form a unique business value. And further, organizational culture can influence the interaction between people. In the era of knowledge economy, any innovative and useful thinking will become the competitiveness of enterprises or corporate core competence after effective use. In the economy, knowledge is a valuable resource for individuals and enterprises. Enterprise organizations must be through the organization of members of the tacit knowledge to share between each other to achieve the establishment of Intellectual capital.

### LITERATURE

Robbins and Judge (2011) define organizational culture as a sense of meaning shared by members of the organization. Organizational culture is a basic assumption shared by group members. Organizational culture is learned by learning so that group members can apply to address external and internal integration issues. Daft (2013) proposed the iceberg theory to describe the organizational culture. Daft (2013) thinks it can be divided into two layers. The surface of the iceberg is visible artifacts. Under the surface of the iceberg is to describe the part can not see. Underwater icebergs represent deeper values. McDermott and O'Dell (2001) analyzed five American companies. Organizational culture does bring the impact of organizational behavior to create intangible value. Organizational culture establishes a knowledge sharing work environment through the award, recognition and support knowledge sharing.

Fan and Ku (2010) have also shown that if employees are willing to share, they will positively affect the performance of the organization and have a positive impact on customer satisfaction and the value and learning of other members of the organization. Chen and Huang (2009) have confirmed that when the organization staff is accepted by the appropriate allocation of human resources management, they can practice the correct knowledge sharing, play a comprehensive effect of strategy to enhance the overall innovation performance. For the enterprise, the organization members in the work share valuable and team-related knowledge to other members will further affect the team performance. And knowledge sharing can improve the learning effectiveness of organizational staff. Knowledge sharing further enhances the customer satisfaction and can create innovative atmosphere of learning in the organization.

### METHOD

Hierarchical linear modeling (HLM) is also commonly referred to as multilevel modeling (MLM). The hierarchical linear model refers to the random sampling of the nest design cluster, and the collected data has a mosaic hierarchy. This violates the assumption of data independence. The independence of the data is assumed to be specially designed for multi-level regression analysis. Regression

analysis is generally only one dependent variable, so the impression of MLM is only one result variable. Most MLM software can perform a multi-level regression analysis of a result variable. The MLM software also provides a hierarchical multivariate linear modeling (HMLM) to deal with hierarchical linear patterns with multiple result variables at the individual level. There is only one dependent variable in the HLM analysis. However, in the empirical study, the dependent variable is often not one, but multiple dependent variables. If these multiple individual-level dependent variables are related to each other, when a dependent variable is used to analyze through HLM, the HLM software performs multiple single-item executions. This study examines the impact of organizational culture on knowledge sharing and team performance from a multi-level model. In addition to the individual level of knowledge sharing as a mediator variable, the group and the individual level of the explanatory variables will result in the interaction of the resulting variables. The following is the principle of multi-level model analysis and hypothesis to explain the relationship. Organizational culture can not only directly affect team performance, but also may interact with knowledge sharing. **And** organizational culture indirectly affects the staff's team performance.

### The hybrid equation is expressed as follows:

$$Y_{ij} = r_{00} + r_{10}X_{ij} + r_{01}Z_j + r_{11}Z_jX_{ij} + u_{0j} + u_{1j}X_{ij} + \epsilon_{ij}$$

**Z1** symbol indicates: Organization culture

**X** symbol indicates: Knowledge sharing

**Y** symbol indicates: Team performance

**r10** symbol indicates: The impact of knowledge sharing (slope)

**r01** symbol indicates: The influence of organizational culture (slope)

**r11** symbol indicates: slope of  $Z \times X$ , this slope reflects the combined effect of organizational culture and knowledge sharing on the performance of the employee's team performance

The second layer variable explains the slope for the first layer of the variable that is cross-level interaction effect. So it can form a cross-level hypothesis:

**H1:** Organizational culture can affect knowledge sharing

**H2:** Knowledge sharing can affect team performance.

**H3:** Does organizational culture affect team performance through knowledge sharing?

**H4:** Organizational culture can affect team performance.

### CONCLUSIONS

In this study, HLM analysis will be used to assess cross-level relationships between individual-level team performance and group-level organizational culture variables, including heterogeneity, aggregation bias, and misestimated standard errors. The study model is based on the purpose of the study and related literature. This study constructs the research diagram with the organizational culture of knowledge sharing and team performance factors of the two-tier model. At the same time, this study establishes a theoretical basis and empirical analysis of the

relevant methods. Future work, in addition to the relevant research can be immediately empirical analysis, but also for other related research maternal research reference.

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