The relationship between the Organizational Culture and the Effectiveness of Knowledge Management Processes in University Scientific Research Laboratories

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Summary: The link between organizational culture and Knowledge Management is more complex than previously understood because the bidirectional relationship between the organizational culture and Knowledge Management. This study aims to explore the relationship between different organizational culture types and the process of Knowledge Management in three Research Laboratories at Khemis Milliana University in Algeria. The investigation is based on the Harrison model and Nonaka's SECI model. A total of 150 valid questionnaires were collected from teaching staff members in the Faculty of Economy. The findings indicate that the power culture and role culture are the most dominant cultures within the Research Laboratories. Moreover, the study reveals that these two cultural types exhibit a weak positive correlation with the knowledge process implies that hierarchical, control-oriented organizational structures may actually hinder effective knowledge sharing and management. In contrast, the task culture and person culture demonstrate a strong correlation with the process of Knowledge Management.

Keywords: organizational culture; knowledge management process; research laboratories; Harisson model; SECI model.
Jel Classification Codes : M12, M54, O15.

I- Introduction :

The pivotal role of organizational culture in determining the effectiveness of Knowledge Management initiatives is well established. The cultural environment within an organization fundamentally influences how staff members perceive and participate in knowledge-sharing activities. This cultural framework serves as a lens through which employees interpret and engage with knowledge exchange processes.

The concept of organizational culture was introduced in the United States as a means to manage organizational changes and ensure consistency in company activities. Organizational culture possesses a unique characteristic of being widely shared yet not explicitly codified, making it the common asset of a company that remains unspoken.

Culture represents the intangible component of a company's capital and holds true value beyond its assets and technology. It is akin to the company's immaterial capital and serves as its distinguishing feature. No two companies can be compared directly as each possesses its own personality, identity, and image (Durand, 2008). Understanding a company's culture allows for insight into the role of its people.

Every company has its own history, value system, habits, perception of the environment, and approach to overcoming challenges. Culture, much like an iceberg, is not immediately visible (Olivier Devillard, 2005). Its surface manifestations are influenced by underlying factors such as the founder's characteristics, original cultural context, collective beliefs, and working ideals. What is observable are the company's practices, style, atmosphere, organizational structure, rule systems, and cultural mode of operation.

In the past, corporations fostered a "working culture" that stood as a counterculture, opposing the dominant values of capitalist society. However, a shift occurred in the 1980s, leading to a reconciliation between employees and the company. The company was no longer seen as a means of exploitation, but rather as a source of communal wealth. This merging of working culture with business concerns paved the way for the emergence of authentic organizational cultures.

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Organizational culture plays a crucial role in shaping daily life and strategic decisions within a social group. Numerous books, including "The Award of Excellence," have demonstrated the significance of organizational culture in a company's success. However, companies with strong cultures have also faced challenges when unable to adapt to their environment. Recent merger waves tend to overlook the cultural aspect, focusing solely on market considerations, critical size, and stock market values.

Culture is a vital element for the success of any management approach, including knowledge management.

Despite the vague importance of organizational culture in terms of knowledge management little research has been done to investigate its specific characteristics in research laboratories.

Carmley argues that organizational culture reflects how business decisions are made and implemented, and a knowledge-driven organization must possess a flexible and participative culture that facilitates knowledge development.

Culture significantly impacts the success or failure of knowledge management, and it is often considered a primary constraint in managing intellectual assets within companies (Muslim, 2009). Alavi et al. (2006) emphasize the importance of organizational culture in influencing knowledge management programs, with both positive and negative roles to play.

Culture is a powerful motivator of employee choices and behaviors, making it a critical component in all forms of knowledge management. Understanding how people perceive change, progress, technology, participation, work teams, and performance is essential for effectively implementing knowledge management initiatives.

While existing literature has extensively explored the relationship between organizational culture and knowledge sharing (Oliver G Kayas, Bennett, Sangeeta Shah Bharadwaj, Prystupa, Niloufar Seyedyousefi, craig standing.) there remains a significant research gap. Specifically, limited scholarly attention has been directed towards understanding how different types of organizational cultures impact knowledge management processes within research laboratories at Algerian universities.

This statement highlights the research context, identifying both the current state of knowledge in the field and the specific area requiring further investigation. It suggests that the proposed study aims to address this unexplored dimension of organizational culture and knowledge management in an academic research setting.

Based on the preceding presentation, the current study aims to investigate the impacts of organizational culture on the process of knowledge management in research laboratories. As a result, we may state the study's problem as follows:

From the standpoint of university teaching staff, what is the relationship between the organizational culture conditions in research laboratories and the effective application of knowledge management?

I.1. LITERATURE REVIEW

The relationship between organizational culture and the establishment and effectiveness of knowledge management systems has been a subject of interest and importance in numerous previous studies. Several notable studies have contributed to understanding this relationship.

In a study conducted by (Oliver G Kayas, 2018), a fusion of existing literature and a case study of a public authority's application of a Knowledge Management System was undertaken to assess its impact on attitudes and management activities. The study identified ten critical concepts within organizational culture that maximize the effectiveness of knowledge management systems.

(Bennett, 2005) suggests that evaluating the conditions of knowledge creation and dissemination can be aided by considering the dynamics of organizational culture and knowledge management theories. (Gholam Ali Ahmadya, 2016), in a theoretical study, used the Denison model and the Conrab/Newman models to explain the relationship between dimensions of organizational culture and knowledge management processes. The study highlighted the significant influence of organizational culture on knowledge management processes and emphasized the importance of aligning culture with the system for optimal knowledge management performance.

(Niloufar Seyedyousefi, 2016) asserts that organizational culture plays a crucial role in executing knowledge management, as it allows for unrestricted interactions among individuals, thereby facilitating knowledge exchange.

Numerous studies have explored the relationship between organizational culture and knowledge management systems in economic organizations of various sizes, from small enterprises to large organizations. (Sangeeta Shah Bharadwaj, 2015) conducted a study on large Indian organizations, demonstrating that culture, along with structure, is one of the three key infrastructure capabilities for knowledge creation. However, this study may be subject to sample bias.

Christina (Lin, 2015) argues that each cultural factor, based on Hofstede's behavioral views, can have a significant positive or negative impact on the knowledge management process. (Prystupa, 2017) focuses on organizational culture in SMEs and highlights how cultural values support various knowledge management procedures. (Tin, 2002) suggests that organizational culture and environmental factors should be considered in knowledge management practices.

Research from different continents has also examined the link between organizational culture and knowledge management in higher education institutions. (Doris Gomezelj Omerzel, 2011) found no significant relationships between specific forms of organizational culture and knowledge management procedures in Slovenia, while (Beldjezia Omar, 2019) discovered a substantial relationship between the two factors in Algeria.

(craig standing, 2000) conducted a study at a large Australian university, suggesting that most corporate cultures are not easily transformed to align with knowledge management approaches.

In Asia, (Izzah Fadhilah Akmaliah, 2017) found that Clan culture had favorable conditions for research laboratories at the University of Indonesia, while (Iman M. Adeinat, 2019) highlighted the significant influence of organizational culture on the knowledge management creation process.

These studies collectively contribute to understanding the intricate relationship between organizational culture and knowledge management across various contexts and regions.

I. 2. Hypotheses development:

Power culture, as described by (B. S. Cheng, 2004), refers to a leadership style characterized by complete authority over employees and a demand for unquestioning loyalty. It stems from Chinese patriarchal heritage and Confucian hierarchical order, emphasizing dominance, dismissing subordinates' skills, projecting a lofty image of the leader, and directing subordinates towards high collective performance.

Authoritarian leaders in power culture tightly control decision-making processes by withholding specific information, refusing to communicate criteria and methods, and simply notifying subordinates of their decisions while demanding total adherence (M. Wu, 2011). Such behavior diminishes the neutrality and openness of decision-making, discouraging employee participation (Y.S. Hau, 2013).

(Salo, 2009) argues that the effectiveness of knowledge management relies on the leader's ability to establish the organization's vision and communicate it effectively. (Nonaka, 2000) further suggests that traditional leadership with central supervision and excessive control hampers the process of knowledge creation and sharing. (Singh, 2008) observes that directed leadership creates a sense of being constantly monitored, leading employees to focus on tasks related to knowledge creation, collection, organization, publication, sharing, and utilization, without feeling accountable for their actions.

In contrast, individuals require flexibility for experimentation and creativity. Hence, the first hypothesis of this study is as follows:

H1: the power culture exhibits a weak correlation with Knowledge management.

Organizations with centralized and bureaucratic management styles negatively impact employees' creativity, information sharing, and knowledge management processes. Employees in such organizations often have limited freedom to act, which dampens their desire to be creative and innovative (Kim, 2006).

(Green, 2008) argues that bureaucratic leadership styles are not conducive to effectively managing the rush of information and knowledge within an organization. Bureaucratic leaders tend to focus more on surveillance and control over information processes rather than encouraging knowledge production and sharing.

(Sharratt, 2003) suggests that centralized and bureaucratic management styles may impede the generation of new knowledge, while flexible and decentralized organizational structures facilitate knowledge exchange, especially tacit knowledge.

Empirical data presented by (Wang, 2017) highlights that bureaucratic culture plays a significant role in influencing knowledge management within organizations. When combined with competitive culture, bureaucratic culture can hinder knowledge-seeking behaviors (Baker, 2018).

In bureaucracies, hierarchical arrangements often limit employee collaboration and, consequently, hinder knowledge-sharing behaviors (Torfing, 2019).

Moreover, employees who are forced to adhere strictly to regulations may become stressed and refrain from engaging in activities that contribute value, including sharing their expertise with coworkers. Based on these insights, the second hypothesis of this study suggests that:

H2: Role culture exhibits a weak correlation with Knowledge management.

One of the key elements for a successful knowledge management system, according to experts such as (SCHURING, 1996), is the autonomy of team members. However, other qualitative research, like the one by (WZOREK & CORDEIRO, 2014), argues that autonomy alone may not be sufficient for effective knowledge management.

The importance of the team in facilitating the efficient transfer of knowledge and best practices has been highlighted in various successful organizations, including Arthur Anderson, Chevron Corporation, Dow Chemical, Hughes Space and Communication, Kaiser Permanente, Price Waterhouse, Sequent Computers, Skandia APF, Texas Instruments, and the National Security Agency, as identified in a study by the American Productivity and Quality Center's International Benchmarking Clearinghouse (A. S. McCampbell, 1999).

(Haas, 2002) emphasizes that team members must have successful access to and utilization of distributed knowledge, indicating the significance of effective knowledge distribution within teams.

(Sydanmaanlakka, 2002) further supports this idea, suggesting that if knowledge distribution works effectively within a team, it is likely to be successful throughout the entire organization. Based on these insights, the third hypothesis of this study posits that:

H3: Task culture has a significant correlation with knowledge management

The person culture, which focuses on assisting individuals in achieving their goals and shares control among those who set up the firm, has unique characteristics and contrasts with the other three cultural typologies.

In a person culture, there is little loyalty to management, and decisions are not necessarily made in favor of the company but rather to benefit the individual. Control mechanisms and managerial hierarchies are typically non-existent in such cultures (Khan, 2012). This is different from the other three cultures, where individuals are subordinate to the group and exist primarily to further the goals of the group.

However, it is important to note that sustaining or creating a person culture is challenging for most organizations. In many cases, a person culture may only be temporary, and the organization eventually moves towards adopting one of the other cultural typologies.

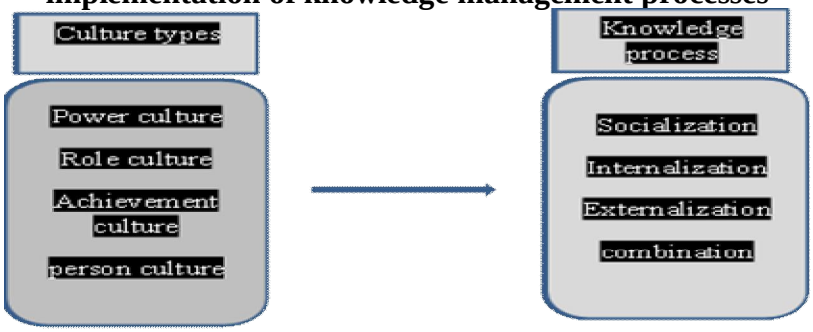
As a result, the following is the fourth hypothesis for this study:

H4: Person culture has a significant correlation with knowledge management

II– Methods and Materials:

Study model: In this study, our aim is to investigate the correlation between the four organizational culture types according to the Harrison model and the implementation of knowledge management processes, as per the Nonaka SECI model. Sometimes it may be necessary to mention the programs used in the calculation. When using a method previously used and published by another researcher, must be referred to as marginalization without being re-described, Though There are changes in the method, which must be explained and explained.

Figure 1. the relationship between the four organizational culture types and the implementation of knowledge management processes



Source: prepared by the researcher.

This research aims to determine the organizational culture that is best suited for implementing knowledge management procedures in research laboratories at the University of Khemis Miliana, as viewed by teaching staff. The study will investigate four types of organizational culture, namely power culture, role culture, task culture, and person culture.
To achieve the objectives of this study, an inductive approach was adopted. This involved identifying the most prevalent organizational culture types in research laboratories and examining the correlation between these culture types and the implementation of Knowledge Management processes.
As our research strategy, we are utilizing the case study method to conduct empirical investigations in three research laboratories “Digital economy in Algeria (DEA), Industry and Organizational Change in Enterprises and Innovation (IOCEI), and Local Development and Entrepreneurship (LDE)” located at Khemis Miliana University.

Sample and data collection: In our study, we employed a self-administered questionnaire comprising a series of statements to gather data for our study.
an online questionnaire was developed using Google Forms and disseminated through a hyperlink to potential participants. The participants were requested to complete the online form. The questionnaire was structured into three sections.
The initial section presented the sample composition of the study, displaying the distribution of respondents based on demographic variables such as gender and age.
The second section gauged organizational culture types using 18 items derived from the Harrison Model (1993).
The third section evaluated knowledge management processes using 16 items adapted from the Nonaka SECI Model (1996).
For all the items in the questionnaire, a three-point Likert scale was employed, ranging from 1 (disagree) to 2 (somewhat) to 3 (agree).
we utilized the random sampling technique to select 150 individuals, who are professors working in Economy faculty at Khemis Milliana University in Algeria.

Table 1. Participants' demographics

Demographic variable	Number of participants
Total participants	150
Male	72
Female	78
Mean age	(30-44) years

Source: prepared by the researcher.

The sample is divided between 72 males and 78 females, with an age range between 30 and 44 years old.

To test the internal consistency reliability of the questionnaire, Cronbach's alpha was calculated. The culture axis showed a value $\geqslant 0.8$, indicating good internal consistency. Similarly, the knowledge process axis had a value $\geqslant 0.9$, indicating high internal consistency.

Table 2. Reliability Statistics

	Cronbach's Alpha	N of Items
Culture types expressions	.896	17
Knowledge management process expressions	.945	16

The Source: prepared by researcher based on spss output.

Therefore, all expressions of culture types and knowledge processes exhibit a significant correlation as figured in table 3 and 4.

Table 3. Correlations

			power	role	achievement	support
Spearman's rho	power	Correlation Coefficient	1.000	.747**	.190*	.658**
		Sig. (1-tailed)	.	.000	.010	.000
		N	150	150	150	150
	role	Correlation Coefficient	.747**	1.000	.313**	.686**
		Sig. (1-tailed)	.000	.	.000	.000
		N	150	150	150	150
	achievement	Correlation Coefficient	.190*	.313**	1.000	.706**
		Sig. (1-tailed)	.010	.000	.	.000
		N	150	150	150	150
	support	Correlation Coefficient	.658**	.686**	.706**	1.000
		Sig. (1-tailed)	.000	.000	.000	.
		N	150	150	150	150

**. Correlation is significant at the 0.01 level (1-tailed).

*. Correlation is significant at the 0.05 level (1-tailed).

The Source: prepared by researcher based on spss output.

Table 4. Correlations

		socialization	Externalization	Internalization	Combination
socialization	Correlation Coefficient	1.000	.818**	.841**	.818**
	Sig. (1-tailed)	.	.000	.000	.000
	N	150	150	150	150
Externalization	Correlation Coefficient	.818**	1.000	.943**	.920**
	Sig. (1-tailed)	.000	.	.000	.000
	N	150	150	150	150
Internalization	Correlation Coefficient	.841**	.943**	1.000	.939**
	Sig. (1-tailed)	.000	.000	.	.000
	N	150	150	150	150
Combination	Correlation Coefficient	.818**	.920**	.939**	1.000
	Sig. (1-tailed)	.000	.000	.000	.
	N	150	150	150	150

**. Correlation is significant at the 0.01 level (1-tailed).

The Source: prepared by researcher based on spss output.

III- Results and discussion :

1.The most prevalent organizational culture type in research laboratories.

We will attempt to determine the most prevalent organizational culture type within research laboratories (DEA, IOCEI, LDE) by calculating the average responses of the sample individuals regarding the axis of organizational culture types.

Table 5.the prevalent organizational culture

Culture types	N	Mean	Std.deviation
Power	150	2.47	0.55
Role	150	2.46	0.35
Achievement	150	2.28	0.56
person	150	2.35	0.59

The Source: realized by the researcher on the basis of the SPSS results.

The table shows that the two most prevalent cultures within research laboratories are, respectively, the power culture and the role culture, with arithmetic averages of 2.47 and 2.46, respectively. Following them is the person culture, with an arithmetic average of 2.35. Meanwhile, the least prevalent type of culture was the achievement culture, with an arithmetic average of 2.28.

The culture within an organization can be influenced by various factors, including industry, size, leadership style, and individual values and beliefs. In the case of Algerian laboratories and institutions, both profit and nonprofit ones, there is a historical presence of centralized authority and hierarchical structures that shape the prevailing culture.

Traditional Algerian organizations tend to exhibit a strong reverence for authority and a top-down decision-making approach, resulting in a power culture where authority and control are concentrated at the highest levels of the organizational hierarchy.

The political and economic environment also plays a significant role. In countries with a history of political instability or economic challenges, centralized decision-making and power structures are often viewed as a means to maintain stability and control. Consequently, a power culture emerges where a select few at the top make decisions, and employees are expected to comply without questioning.

Additionally, Algerian organizations are characterized by bureaucratic structures, which further reinforce a role culture. Bureaucratic systems rely on clearly defined roles, rules, and procedures, with each employee having specific responsibilities and tasks. This emphasis on roles and procedures contributes to a role culture where individuals primarily focus on their assigned duties and adhere to established protocols.

2.Testing the Hypothesis:

To obtain the outcomes and recommendations that emphasize the significance of the current research, we approached the examination of the study hypothesis in the following manner:

The following table illustrates the various correlation test coefficients for spearman between types of organizational cultures and knowledge management process at a significance level of α = 0.01.

Table 6. testing the hypothesis

Culture types	socialization	externalization	internalization	combination	Km process
power					
Spearman	0.281**	0.510**	0.540**	0.611**	0.474**
Sig. (1-tailed)	0.000	0.000	0.000	0.000	0.000
Role					
Spearman	0.357**	0.474**	0.498**	0.532**	0.448**
Sig. (1-tailed)	0.000	0.000	0.000	0.000	0.000
Task					
Spearman	0.850**	0.769**	0.749**	0.731**	0.805**
Sig. (1-tailed)	0.000	0.000	0.000	0.000	0.000
person					
Spearman	0.688**	0.804**	0.749**	0.790**	0.769**
Sig. (1-tailed)	0.000	0.000	0.000	0.000	0.000

The Source: realized by the researcher on the basis of the SPSS results.

H1: the power culture exhibits a weak correlation with Knowledge management

According to the table 6, the correlation coefficient between the variable "power culture" and the variable "knowledge process " is 0.474 at a significance level of 0.000, which is less than α= 0.01. This indicates the presence of a weak positive relationship between power culture and knowledge process. Therefore, it accepts the hypothesis H1.

This result highlights the important role played by the leader in the knowledge process. With their experience and knowledge, they can determine a new vision that adopts the application of knowledge processes. This is consistent with the study conducted by Salo in 2009.

The moderate correlation between power culture and knowledge processes can be attributed to the leader's control over the activities of knowledge creation, acquisition, storage, and sharing. This finding is consistent with Singh's research in 2008. On the other hand, if these processes were driven by individuals themselves, they would likely be more motivated to actively participate in them. As Victor Pauchet suggests, "The most productive work is that which comes from the hands of a happy man." When individuals enjoy what they are doing, they tend to excel at it.

H2: role culture exhibits a weak correlation with Knowledge management

Based on the table's findings, it is evident that the correlation coefficient between the "role culture" and "knowledge process" variables is 0.448. This correlation is statistically significant at a level of 0.000, which is lower than the predetermined significance level of α=

0.01. Consequently, these results suggest the existence of a weak positive association between role culture and knowledge process, leading to the accept of hypothesis H2.

In a hierarchical bureaucracy, decision-making authority is typically concentrated at the upper echelons of the hierarchy. This concentration of power often discourages employees at lower levels from actively engaging in decision-making processes or contributing their knowledge and ideas. This observation aligns with the findings of studies conducted by Torfing (2019) and Green (2008). The rigid chain of command prevalent in such organizations can hinder open communication and collaboration across different levels of the organization.

Hierarchical structures, with their inherent power imbalances, often contribute to a culture of fear and apprehension among employees. This fear can hinder open communication and discourage individuals from challenging or questioning decisions made by higher-ranking individuals. Consequently, the restricted exchange of information and knowledge occurs within the organization. Furthermore, this fear-based culture can perpetuate the formation of siloed departments or divisions.

These siloed units operate independently and tend to guard their knowledge and resources rather than sharing them with others. As a result, collaboration between departments becomes limited, and knowledge-sharing behaviors are reduced. The hierarchical structure not only impacts individual interactions within departments but also reinforces the tendency for divisions to function in isolation.

To address these challenges, organizations can adopt various strategies to encourage collaboration and knowledge sharing. These include cultivating a culture of openness and transparency, establishing cross-functional teams, implementing platforms for knowledge exchange, and acknowledging and rewarding collaborative efforts. By dismantling hierarchical barriers and promoting a collaborative work environment, organizations can foster an atmosphere that facilitates staff collaboration and encourages the sharing of knowledge.

H3: Task culture has a significant correlation with knowledge management

The correlation coefficient between the variables "task culture" and "knowledge process" in the table is 0.805. The statistical significance level for this association is 0.000, which is less than the established significance level of = 0.01. As a result of these data, hypothesis H3 is accepted, indicating a strong positive correlation between task culture and knowledge process.

Task culture fosters knowledge sharing among team members by encouraging individuals to openly exchange their expertise, experiences, and insights. This collaborative environment enables the free flow of knowledge throughout the organization, preventing the formation of silos and promoting a culture of learning. This observation aligns with the findings of the study conducted by Sydanmaanlakka (2002).

Task culture places a strong emphasis on continuous learning and encourages employees to take risks and be innovative. By creating an environment that values experimentation and open communication, task culture enables organizations to effectively adapt to new challenges and seize opportunities. Team members are motivated to actively seek out and apply new knowledge, which in turn enhances problem-solving abilities, sparks creativity, and fosters innovation. This perspective aligns with the views expressed by Haas (2002) on access and utilize distributed knowledge.

Task culture promotes cross-functional collaboration by breaking down departmental barriers and creating an environment where employees from different areas of the organization can work together. This collaborative approach facilitates the exchange of diverse perspectives and knowledge, resulting in the development of comprehensive and effective solutions for complex problems. The research conducted by A.S. McCampbell (1999) supports these findings and underscores the significance of teams in transferring knowledge within the organization.

Task culture plays a crucial role in preserving organizational knowledge by promoting knowledge transfer and minimizing knowledge loss caused by turnover or retirement. When employees collaborate closely, they actively exchange and transmit knowledge to one another. This exchange encompasses both implicit and explicit knowledge, effectively safeguarding vital information even when employees depart from the organization.

It is worth highlighting that the effectiveness of task culture in knowledge management is contingent upon several factors. These factors include the level of support from leadership, the organizational structure in place, the communication channels utilized,

as well as the presence of knowledge management tools and systems. These aspects play a crucial role in determining how effectively task culture can contribute to the management of knowledge within an organization.

H4: person culture has a significant correlation with knowledge management.

Based on the data presented in the table, the correlation coefficient between "person culture" and "knowledge process" variables is determined to be 0.769. This correlation is statistically significant at a level of 0.000, which is below the established significance level of 0.01. Therefore, the findings support the acceptance of hypothesis H4, indicating a strong positive correlation between support culture and knowledge process.

A person culture plays a pivotal role in facilitating the successful implementation of knowledge management initiatives within an organization. When employees feel a sense of comfort and value, they are more inclined to actively contribute their insights, experiences, and best practices to the knowledge management system. This, in turn, creates an enriching learning environment that encourages individuals to actively seek new knowledge, develop their skills, and continually strive for improvement. Such a mindset fosters a culture of curiosity, innovation, and safety in sharing knowledge and ideas.

In essence, a person culture nurtures an environment that promotes knowledge sharing, learning, trust, collaboration, recognition, and proactive knowledge-seeking behavior. These elements collectively contribute to the effective implementation of knowledge management initiatives, ultimately fostering organizational learning, enhancing decision-making processes, and stimulating innovation within the organization.

IV- Conclusion:

The primary objective of this study was to examine the relationship between the four organizational culture types and the implementation of Knowledge Management processes, specifically using the Nonaka SECI model, within the Research Laboratories at the University of Khemis Miliana. The study found that power culture and role culture were the most prevalent cultures within the Research Laboratories. These findings contribute to the existing literature by shedding light on the correlation between the four organizational culture types and knowledge processes.

The study revealed that power culture and role culture had a weak positive correlation with knowledge processes implies that hierarchical, control-oriented organizational structures may actually hinder effective knowledge sharing and management. Conversely, task culture and person culture demonstrated a strong positive correlation with knowledge processes. Based on these findings, it is recommended that laboratories foster a culture of happiness and transparency to enhance knowledge sharing and promote organizational learning. By cultivating task culture and person culture, the labs can create an environment that encourages collaboration and the free flow of knowledge, ultimately improving their knowledge management practices.

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