
Determining the impact of organisational culture on organisational learning

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Abstract: This paper investigates the influence of organisational culture on organisational learning (OL). The focus is on knowledge creation, as an articulated construct for the OL concept, and SECI model (Nonaka and his colleagues) is used as a reference for knowledge creation. Here, organisational culture, encompassing the values, assumptions, expectations, collective memories and definitions present in an organisation, is based on the competing values framework (Cameron and Quinn, 1999). Four cultures are diagnosed: clan, adhocracy, hierarchy and market. Culture is perceived as an antecedent of knowledge creation. Empirical evidenced is collected from a sample of around 300 Spanish companies. Differences are found in the impact of the four types of organisational culture on the various processes for knowledge creation.

Keywords: organisational learning; knowledge creation; organisational culture.

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1 Introduction

Nowadays, firms are aware of the importance of managing knowledge if they want to remain competitive. Companies need to explicitly manage their intellectual resources and capabilities (Zack, 1999). Organisational learning (OL) consists of knowledge acquisition, information distribution, information interpretation and organisational memory (Huber, 1991), and must be concerned with new knowledge creation (Crossan et