

Review Article

The Role of Organizational Culture in Knowledge Management: A Systematic Literature Review

Hika Debela Biru^{1,*} , Zerihun Ayenew Birbirs² , Ebisa Tarfa Gabisa³ 

¹Department of Marketing Management, Wollega University, Nekemte, Ethiopia

²Department of Management, Jimma University, Jimma, Ethiopia

³Department of Management, Wollega University, Nekemte, Ethiopia

Abstract

The main purpose of this systematic review is to examine the role of organizational culture in shaping knowledge management outcomes. The review focuses on identifying the empirical studies conducted in different sectors such as education, public and private, and in different national and multinational organizations context, the review provided evidences on how cultural dimensions influences knowledge management process, like knowledge creation, sharing, storage and application. In the methodology of this systematic review the researcher used the a screening criteria as per the PRISMA guide lines to select articles from a reputable databases such as Elsevier, Emerald, Springer, Taylor & Francis, Science Direct, Wiley, SAGE, and Google Scholar. A total of 33 articles were meet the selection criteria used, identifies the relevant and quality articles to be reviewed. Descriptive and thematic analysis was used to review the selected articles qualitatively. The finding from the reviewed articles indicated that clan and adhocracy culture, involvement and adaptability, collaborative, participatory and learning-oriented cultures consistently shows a significant impact knowledge management, while hierarchical and bureaucratic cultures repetitively indicated insignificant effect. In this review the researcher highlighted some important mediating and moderating variables used in the selected articles. The gaps identified among the selected articles include; inconsistency of measurements, limited cross-sector researches, insufficient consideration of the emerging digital technologist and AI influences on knowledge managements. The review determines that organizational culture is not just a contextual element but a key socio-cultural factor influencing knowledge management success and it advocates for longitudinal, multi-level, and digitally focused research to enhance understanding of the changing organizational culture and knowledge management relationship.

Keywords

Knowledge Management, Organizational Culture, Systematic Literature Review

1. Introduction

In the today's emerging knowledge economy, knowledge becomes one of the most important strategic assets for many businesses are assessing a company's competitive advantage [37, 49]. Knowledge serves as an essential intangible asset for

many organizations, attempting to focus on knowledge management as important facilitators of corporate success and a significant source of competitive advantage [31]. The new paradigm is that knowledge within the organization should be

*Correspondence: Hika Debela Biru (hika8567@gmail.com)

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shared to enhance the organization's growth and development. Organizations utilize knowledge management to enhance endeavors to obtain and disseminate implicit knowledge, promote internal collaboration, and share best practices, deliver competitive insights, and maintain a competitive [5, 11, 25] identified knowledge management as a set of procedures that encompasses the identification, creation, storage, transfer, and application of knowledge, and it is influenced by the values, norms, and institutional practices that shape organizational culture.

As stated by [47] organizational culture has garnered more focus in recent years because of its influence on productivity, growth, and performance within organizations. Organizational culture described as collective, unspoken assumptions that influence how a group perceives, anticipates, and reacts to its diverse environments [48]. Furthermore, [24, 47] states that organizational culture includes the norms, values, beliefs, and attitudes that influence the behavior of every member within the organization. In line with Schein's definition, [28] describe organizational culture as the core values, norms, beliefs, and assumptions held by members of an organization, which is firmly underpinned by the organizational framework and core values. As mentioned above, organizational culture has extensively studied by different scholars in literatures and most of the authors consider it as a common value, traditions, and norms that shape the behavior within the organization.

According to [1], organizations should recognize cultural obstacles and consequences prior to implementing a shift from a conventional to a more customer-centric, competitive, innovative, creative, and knowledge-driven business strategy. Organizational culture is associated with knowledge management through developing relationship between organizational knowledge and individuals, showing in what way information will utilized for creating, validating, and disseminating knowledge within the organization [7, 35] stated that organizational culture is critical to the successful adoption of knowledge management systems. Additionally, as indicated by [4], cultural characteristics are vital for the effective installation and application of formal knowledge management systems in complex environment. The relationship between corporate culture and knowledge management was investigated by various scholars like [4, 7, 11, 20]. Authors such as [5, 8], who discovered consistently favorable effects of organizational culture on knowledge management. By supporting this [5], states that the integration of organizational culture and knowledge management promotes ongoing enhancement and adaptation.

Despite the number of literatures are emerging, still there is no clear understanding how they are related. According to [3], clan culture has a major impact on knowledge sharing behavior by acting as a mediator. Similarly, [51] found that the indirect association between organizational culture and innovation through strategic alignment is minor. The finding showed collaborative culture positively influenced organizational performance, with the mediation of knowledge management but

teamwork and diversity indirectly contribute to organizational performance [30]. By using job satisfaction as a mediator [12] assessed the influence of organizational culture on knowledge management. Their finding shows a positive association. Researchers used different mediator across different organizations, which indicates lack of combined frameworks concerning the mediating variables.

During the time boundary used by the researcher to select articles for systematic review, the researcher observed the existence of excessive research conducted in different geographical areas like in Middle East and Asia, Europe, Africa and America; and similarly, in sectors such as education, business organization, government and public sectors, corporation and multilateral institutions and in service sectors by [12, 16, 18, 19, 42, 49], concerning the role of organizational culture in knowledge management. Organizational culture may differ based on the geographical and organizational context. For instance the customer service in banking, retailers and education sectors may vary depending on the nature of each sector. There is rare research concerning cross sector comparisons. This makes difficult to generalize the finding and specify universally significant cultural values influencing knowledge management.

The research conducted by [4] revealed that cultural adaptability, involvement, and mission meaningfully affect knowledge management systems usages, which are thoughtful for organizational liveliness. Researchers finding also indicated how lack of cultural involvements and mission consistency hinder knowledge management system usage. He also tried to integrate technology acceptance Model and Denison's cultural framework model to clarify how organizational culture should interact with advanced digital technologies for adopting knowledge management system [4]. In this digital age how the management knowledge generated by digital platform and artificial intelligence is influenced by culture needs further investigations.

The evidence obtained from the selected articles shows most of the research conducted focuses on the enabling cultural traits by ignoring the negative cultural traits influences on knowledge management by using cross sectional design [7, 20]. Moreover, according to [4, 18, 19], comparative cross sectors studies were limited, there geographical imbalance and no sufficient integration of national culture [26]. The digital transformation and remote working culture association with knowledge management needs further investigation. In the selected articles there is also inconsistency concerning the organizational culture dimensions as well as knowledge management.

As the researcher observed from the selected articles, even if numerous studies and theoretical insights have examined, still there is no comprehensive view of how these two significant concepts in management literature are connected. Therefore, the aim of this systematic review is to examine the empirical finding of the role of organizational culture in affecting

knowledge management. To achieve this objective the researcher was analyzed various articles done in different countries and organizational contexts.

Research Questions

- 1) What theoretical frameworks describe the connection between organizational culture and knowledge management?
- 2) What are the most common dimensions of organizational culture associated with knowledge management?
- 3) What are methodological approaches most widely applied on these topics?
- 4) What gaps exist for future research with regard to organizational culture and knowledge management?

2. Literature Review

2.1. Concept of Knowledge Management

Knowledge management is a set of procedures that control the generation, sharing, and application of knowledge to achieve organizational goals. A recent definition provided by [16] describes knowledge management as classifying and utilizing the shared knowledge within an organization. Still there is no consensus as knowledge management is a complicated and multifaceted multidisciplinary concept. However, there is a general agreement among researchers like [11, 22, 33] that knowledge management is viewed as a cooperative and holistic method that enables an organization to create, capture, organize, access, and utilize intellectual assets to achieve long-term sustainable and strategic advantage. According to [2, 39], the frequently mentioned reason for focusing on knowledge management is the intangibility of knowledge, which complicates imitation or adoption by rivals.

2.2. Concept of Organizational Culture

Organizational culture, according to [46], is a collection of standards, values, attitudes, and beliefs that guides everyone's behavior within the organization and notably influences employee behavior. He describes organizational culture as a set of collective fundamental expectations, norms, and values that influence an organization. Similarly other authors described organizational culture as the process through which individuals in a group construct and interpret the social reality of an organization through symbolic and linguistic actions. Organizational culture, defined by common values, beliefs, and norms, significantly influences employee perceptions of new technologies [4].

Similarly, [28] defined organizational culture as the essential values, procedures, beliefs, and assumptions held by members of an organization, which are firmly backed by the organizational framework and fundamental principles. Moreover, organizational culture is often described as a collection of assumptions, symbols, beliefs, practices, common language, and

narratives; it manifests in how individuals act and interpret situations [36]. By supporting this [10] also explained organizational culture as a set of core assumptions, norms, values, and collective behaviors passed on to newcomers. Further, characteristics of organizational culture is characterized by common meanings, presumptions, beliefs, expectations, experiences, collective values, norms, and understandings among members, distinguishing one entity from another [7, 13].

2.3. Dimensions of Organizational Culture

In this systematic review the researcher identified two dominant model applied by the researchers i.e. [45], competing value framework (CVF) which includes; clan, adhocracy, market and hierarchy types and [27] Organizational Culture Model consists of involvement, consistency, adaptability and mission. Clan, Adhocracy, Market and Hierarchy cultures were used by researcher such as [5, 8, 12, 15, 20, 49, 51] employed organizational culture such as results-oriented, tightly controlled, job-oriented, closed system and professional-oriented cultures and [26, 41] utilizes involvement, compatibility, consistency, mission and constant adaptable spectrum and internal-external focus.

2.4. Knowledge Management and Organizational Culture

According to [48] organizational culture is a group's collective, implicit ideas that shape how it views, considers, and responds to its varied settings. Furthermore, [9] claimed that the achievement of knowledge management is attained by developing a helpful culture when constructing these knowledge management systems. As a result, organizational culture is key component of an organization's capacity to generate value by utilizing knowledge possessions cited in [20]. Organizational culture and knowledge management must be linked in light of this.

According to the Resources Based Approach [17], these variables are regarded as resources that can create long-term competitive advantages, which are known as rare, valuable, non-transferable, and challenging to imitate. Moreover, according to the Dynamic Capabilities Approach suggested by [52], these can be regarded as essential components when evaluating changes within a company. Ultimately, through the Knowledge Based Approach [31], culture is viewed as a fundamental factor that influences the development and dissemination of knowledge within the organization.

The study finding of [11], organizational culture influences how new knowledge is developed and shared within organizations. It is important to acknowledge that some elements of organizational culture can be considered as the key factor for the advancement of knowledge management. [11] also proposed a conceptual framework based on [47] that links the levels of organizational culture likes artifacts, beliefs, values, and

assumptions to the aspect of knowledge management encompasses creation, sharing, and application. According to [4] states that the impact of organizational culture on the implementation and utilization of technologies such as knowledge management systems has become a central point in modern research and organizational culture, encompassing collective values, beliefs, and norms, positive impact employee attitudes toward new technologies.

3. Methodology

3.1. Study Design

This study used a systematic literature review method, commonly applied in qualitative research [21]. This method was employed as it reduces biases and guarantees replicability. The researcher was used a systematic literature review design guidelines of [38]. The categories of systematic literature reviews: encompassing framework-oriented reviews, structured reviews, bibliometric analyses, and meta-analytic reviews. The researcher aims to utilize a structured review method to effectively the association among the variables, recognize tendencies, and highlight gaps present in the current literature. This approach is beneficial as it allows the reviewer to identify and highlight the theories and frameworks commonly used. Therefore, the researcher wants to the preferred reporting items for systematic reviews and meta-analyses (PRISMA) guidelines to carry out the research.

3.2. Criteria for Inclusion and Exclusion

The selection criteria specify what should be included and what should be omitted in the review. The criteria for inclusion and exclusion are designed to pinpoint research that pertains to the inquiry question. Determining the criteria for inclusion and exclusion according to journals is essential in systematic literature review. Consequently, this review focused exclusively on academic peer-reviewed studies featuring a diverse range of empirical contexts (quantitative, qualitative, and mixed methods), theoretical viewpoints, and methodologies. The review emphasized on the significance of organizational culture in managing knowledge. This study outlines specific inclusion and exclusion criteria intended to identify the most pertinent studies. The criteria for inclusion consist of search limits, publication date, language, and keywords. The search limit was established by concentrating on scholarly journals in business, management, and organization. The search focused on articles published in English over the last 11 years (January 2015 - January 2026). The search string served as a criterion for inclusion by emphasizing the topics of this review. The criteria for exclusion comprise relevance, quality, and duplication. This was accomplished by reviewing the summaries and conclusions of papers from credible databases. The relevance was assessed by determining if articles matched the uti-

lized keywords. The specified keywords for the search included organizational culture, knowledge management, management, business, and organization. These terms were compared with the concepts of organizational culture, culture, knowledge management, and knowledge. Duplicated articles were removed by assigning codes to every article and through manual identification. To maintain quality, the research omitted unpublished articles, working papers, and conference proceedings. Figure 1 provides a summary of the article screening process.

3.3. Data Source and Search Strategy

The main keywords, titles, and abstracts were employed to conduct searches in academic databases and scholarly literature from different electronic sources, including Scopus, Web of Science, and additional databases. To enhance the inclusivity of our review, we searched for publications on the topic in various significant digital libraries, including Science Direct, Wiley, Springer, Sage, Emerald Insights, Taylor & Francis, Google Scholar, and Springer.

3.4. Data Analysis

This research utilized descriptive and thematic content analysis to tackle pre-established review questions. The descriptive analysis offers readers a concise overview of the examined articles by displaying the findings using charts and outlining the study's features. Additionally, thematic content analysis served as the approach for data analysis. The researchers initially encode the primary issues found in the chosen articles manually, followed by employing an interpretative method to examine the study's findings.

4. Results and Discussions

4.1. Study Selection Processes

The data extraction occurred according to the criteria for including and excluding articles. The criteria for including articles in this seminar were their relevance to the themes of organizational culture and knowledge management. A preliminary search of scholarly databases using chosen keyword combinations identified a total of 314 articles. The 49 articles were eliminated due to duplication criteria, leading to a result of 265 articles. In addition to exclusion of duplicates, the researcher filtered the articles by examining titles and scanning abstracts. Thus, 119 articles were eliminated and 73 articles advanced to the next stage. An additional thorough evaluation was performed by assessing full text articles for suitability. From these 5 articles deemed irrelevant, 28 articles lacked full texts that provided the required information, and 5 articles were excluded as they were published before 2015 G. C. ultimately, 2 articles were excluded from the reviewed literature because they were not in English, as the researcher was unable

to understand articles in other languages. By completing all these stages, ultimately this seminar covered 33 reviewed literatures. Accordingly, all the included articles for this review

purpose were related to the title and published from 2015 to 2026 G. C. and written in English. All these processes were presented via Figure 1 below.

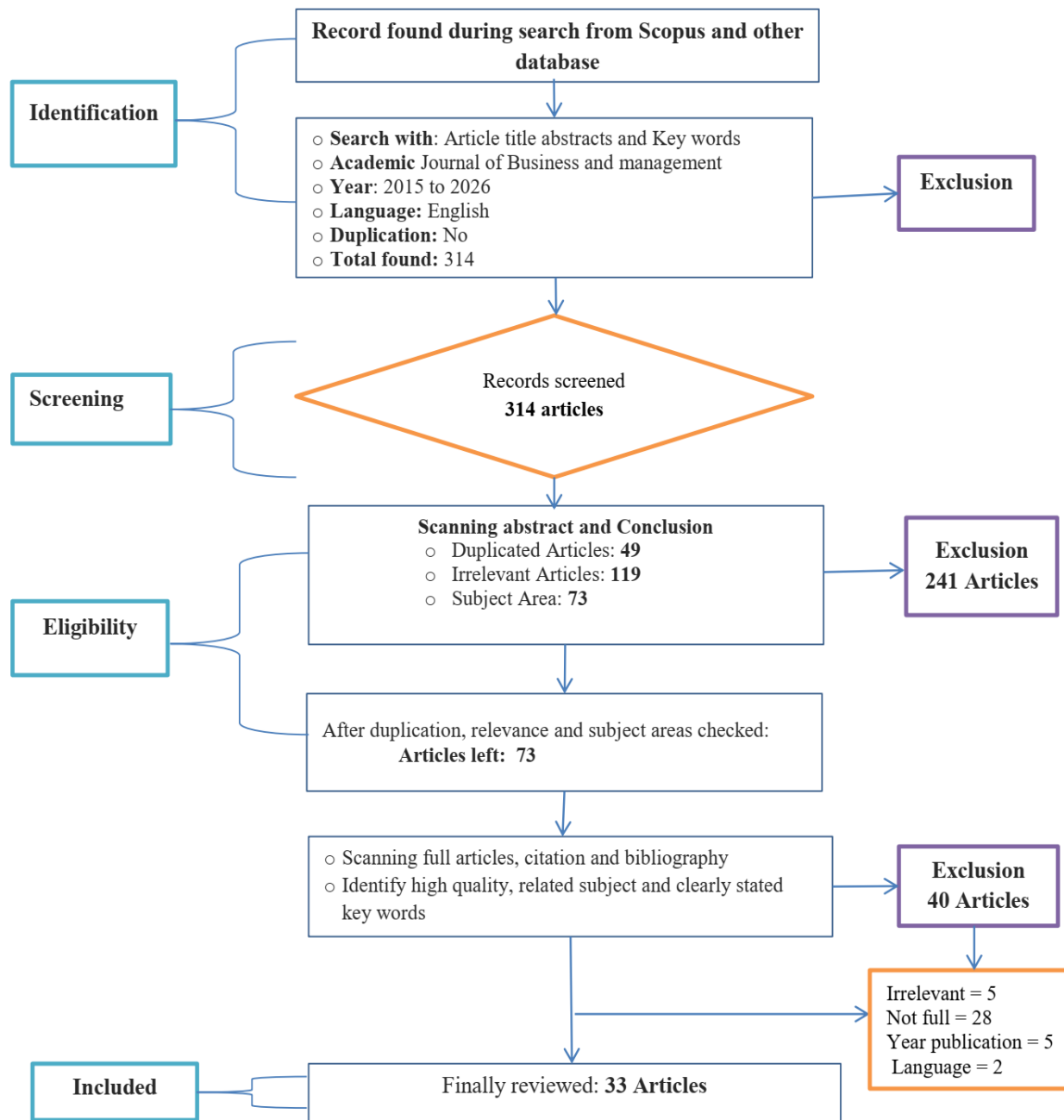


Figure 1. Systematic literature review flow diagram adopted from PRISMA 2020.

4.2. Distribution of Research Approaches

For this systematic review the selected articles includes different conceptual articles, literature reviews, quantitative research, qualitative research, and mixed-method analyses. This diverse research becomes a challenge to compare the findings across different sectors. As indicated below in Figure 2 the

selected papers for review includes quantitative studies (76%), qualitative empirical studies (12%), mixed research (6%), and theoretical studies (6%). From the selected articles 88% of them were empirically investigated studies. Majority (60.6%) of the selected articles used PLS and MA-SEM, FA-SEM, CFA-SEM and SEM models analysis their research and the others used correlation and regression, descriptive, and thematic analysis.

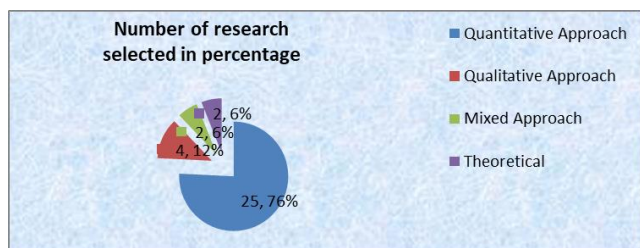


Figure 2. Research method used in the selected articles.

4.3. Distribution Research Types and Sectors Studied

Figure 3 below shows the sectors studied and types of research articles selected for the systematic literature review. From the articles 20 (61%) the articles studied in different organizations such as MNCs, Multilaterals organizations, research institutes, banking sectors, small companies, constructions, etc.; 10 (30%) in education sectors, 2 (6%) is systematic review and the other 1(3%) is a multi-sectorial studies. With regard to the geographical distribution, the selected articles were conducted in Africa, Europe, America, Asia and Middle East.

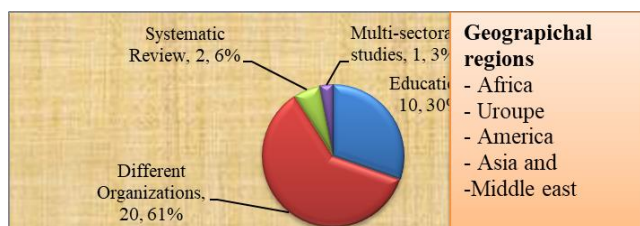


Figure 3. Studied Sectors and Types of Research.

4.4. Distribution by Years of Publications

As indicated in Figure 4 below among the selected papers 17 articles were published from 2020-2026 and 16 were published, between 2015 - 2019 which shows majority of the papers included in this systematic review were currently published.

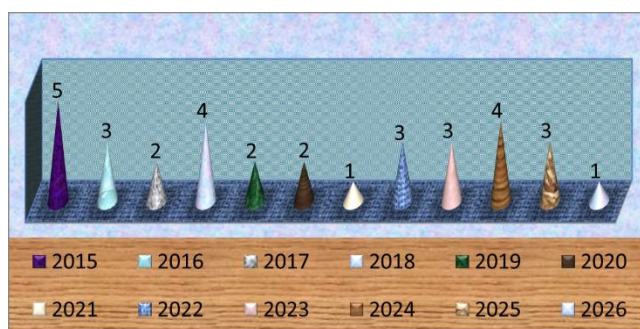


Figure 4. Publications by year.

4.5. Theoretical Perspectives of the Reviewed Articles

In the reviewed literature many theories were used to examine the roles of organizational cultures in knowledge management. Among the repetitively used theory in the reviewed articles the first theory is Resource Based View (RBV) was used to by [5, 11, 40, 51], that views organizational culture as an intangible asset that improves knowledge management. The second theory used in the reviewed articles were Knowledge Based View (KBV) which stated that knowledge is a strategic organizational resources shaped by cultural norms and values are adopted by [11, 20], to elucidate the association between organizational culture and knowledge management. The third theory used in the reviewed papers was social exchange theory adapted by [3] to illustrate how cultural factors like trust and reciprocity inspire knowledge sharing behaviors. The fourth Organizational culture theory is used in the study conducted by [15, 19, 53], and their finding shows cultural organizational culture significantly affects knowledge management. The last theory used by [1], which tries to integrate sustainability and green management theories, and introduces green organizational culture and green knowledge management.

In this systematic review literature the researcher identified two dominant models, the first is Dinson Model used by [7, 42], which was employed as both theoretical and analytical frameworks to assess the link between organizational culture such as involvement, consistency, adaptability and mission and knowledge management. Similarly, the second is Competing Value Framework (CVF) model that was adapted by [8, 35, 37] to explain the link between organizational culture dimensions such as clan, adhocracy, market, and hierarchy cultures on knowledge management effectiveness. Further, [4] integrated the Technology Acceptance Model (TAM) with Denison's models of cultural dimensions, to explain how organizational culture linked to knowledge management system usage, knowledge sharing and organizational effectiveness.

4.6. Dimensions of Organizational Cultures

The review of the literature identified several organizational culture dimensions that are associated with knowledge management. The review indicated that the organizational culture dimensions such as clan culture, adhocracy culture, market and hierarchy culture were used by [5, 6, 8, 12, 14, 15, 37, 46, 49, 51] and the finding of the review shows a significant association between clan culture, adhocracy culture and market culture and knowledge management, whereas hierarchy culture is insignificantly or negatively linked with knowledge management.

Organizational culture dimensions such as involvement, consistency, adaptability, and mission were used by [7, 41] and trust, openness and collaboration was used by [30, 53], their finding shows positive relationship with knowledge management. The other researcher such as [20] used result-

oriented, job-centric, strictly regulated, restricted system and career-focused culture; their finding revealed that employees' attitudes toward knowledge management (creation, storage, application, and transfer) are positively linked to outcomes and work-centric cultures, while negatively correlated with a strictly regulated culture. [41] employed power distance, individualism-collectivism, masculinity-femininity, and uncertainty avoidance; [18] used recognition, communication, values and executive leadership and [26] used future orientation, uncertainty avoidance, performance orientation, institutional collectivism, in group collectivism, and self-protective leadership.

The review confirmed that different researchers used different dimensions of organizational culture. This review also identified the most frequently used organizational dimensions include: clan and adhocracy culture, involvement and adaptability, collaborative, participatory and learning-oriented cultures that is consistently shows a positive impact on knowledge management. While hierarchical and control-oriented or bureaucratic cultures are repetitively shows insignificant or negatively affects knowledge management.

4.7. Organizational Culture and Knowledge Management

The reviewed articles findings from the cultural dimensions used by the researchers some of the consistently improves the effectiveness of knowledge management. According to the evidence from review collaborative, learning-oriented, innovative, and clan cultures are positively related with knowledge management outcomes, mainly with knowledge sharing, creation and utilization [7, 8, 41].

Moreover, the reviewed articles were conducted across sectors such as education; banking, MNCs, private and public sectors by [5, 11, 19] and their finding show a positive relationship between organizational culture and knowledge management. According to the findings of [3, 15], organizations that are characterized by openness, collaborations, trust and learning orientation can achieve a greater success in executing knowledge management initiatives, especially in knowledge sharing and utilization. On the other hand according to the

study conducted by [5, 18], rigid, hierarchical, and bureaucratic cultures negatively affects knowledge management practices by discouraging employ involvements and knowledge sharing. This was supported by the study conducted by [49] which show hierarchical cultures insignificantly affects knowledge creation. The relationship between green culture and sustainability and knowledge management is recently investigated by [1, 32], also needs further theoretical integration and empirical evidences.

4.8. Research Approaches Used in the Reviewed Articles

From the reviewed articles the researcher confirmed that in most of the reviewed articles, the authors used cross sectional studies and quantitative approaches to assess the role of cultural dimension in knowledge management and structural equation modeling (SEM) were most frequently used by these researchers such as [1, 3, 4, 6, 20, 29, 34, 35, 53], to provide empirical evidences. Other researchers such as [4, 30, 32, 40] were employed Partial Least Squares (PLS-SEM) modeling. In the reviewed articles regression, correlation and descriptive analysis are commonly employed in cross-sectional studies. Some other studies like [5, 41] employed case studies and Meta data analysis, whereas [37, 43] provided insights by using qualitative studies to highlight the relationship between organizational cultured and knowledge management. Further, [11, 37] provided a systematic literature review of the existing literature related to the organizational culture and knowledge management to identify the conceptual, theoretical and empirical gaps (Table 1).

However, the review finding shows, still there is lack of longitudinal studies that determine how cultural dimensions affect knowledge management outcomes through time. In addition, according to [37], there are a limited number of qualitative studies that examined the effect of organizational culture on knowledge management. The other limitation observed in the in this review was related with the technological change such as artificial intelligence and digital culture impact on knowledge management is less emphasized (See Figure 2 & Table 1).

Table 1. Summary of Empirical Review From the Selected Articles.

S/N	Reference	Title	Research Approach	Method of Data analysis	Summary of finding
1	[1]	Green knowledge management and organizational green culture: an interaction for organizational green innovation and green performance.	Quantitative	SEM	It is discovered that GKM enhances an organization's capacity for green performance and green innovation and is a substantial positive predictor of both. Green innovation, however, acts as a partial mediator between corporate green performance and GKM. Additionally, the association between GKM and organizational green innovation is found to be strengthened by green culture.

S/N	Reference	Title	Research Approach	Method of Data analysis	Summary of finding
2	[3]	Organizational culture and knowledge sharing behavior: moderated mediation model	Quantitative	SEM	The findings confirmed that clan organizational culture and information sharing behavior are mediated by knowledge sharing opportunities.
3	[4]	Organizational culture and knowledge management systems adoption: examining employee usage in multinational corporations.	Quantitative	PLS-SEM	The findings show that the use of knowledge management systems and information sharing, which are crucial for organizational agility and continuous performance, are significantly impacted by cultural adaptation, engagement, and mission.
4	[5]	Organizational culture and knowledge management processes: case study in a public university	Quantitative	SEM	The study's findings imply that not all knowledge management procedures may be similarly impacted by an adhocracy corporate culture, which is defined by a focus on employee empowerment and individual initiative. Specifically, in a public university setting, an organization's culture primarily affects the process of knowledge creation, which is followed by knowledge exchange.
5	[6]	Exploring the role of knowledge management in the link between organizational culture and financial performance: evidence from Libyan higher education institutions	Quantitative	SEM	The results show that years of experience increase knowledge management's contribution to financial outcomes but have no direct impact on the relationship between organizational culture and financial performance, while knowledge management significantly mediates the relationship between organizational culture and financial performance.
6	[7]	Effect of organizational culture on knowledge management based on Denison model.	Theoretical review of models	systematic review	The r/ship b/n organizational culture and KM demonstrated that knowledge management has been successfully implemented in an organization when the right culture has already been coordinated with the system, as directing current knowledge has been a common issue and the subordinate of employee culture.
7	[8]	Exploring the relationship between organizational culture types and knowledge management processes: a meta-analytic path analysis.	Meta data analysis	MA-SEM	No specific cultural type has a greater impact on all KM processes, according to the data. Knowledge management procedures are significantly impacted by clan, adhocracy, and market, though in different ways. Notably, the market has a higher influence on the distribution and storage of information, the clan is more closely linked to the generation of knowledge, and adhocracy has a greater impact on the application of knowledge. On the other hand, hierarchical culture has the least impact on the other Knowledge Management procedures and a negligible impact on knowledge generation.
8	[11]	Positioning organizational culture in knowledge management research.	Qualitative	Review of Paper	The possible effects of organizational culture levels on knowledge generation, dissemination, and use are discussed. The study also provides potential fresh perspectives on how organizational culture affects different knowledge management procedures and how they relate to organizational performance.
9	[12]	The mediating effect of job satisfaction on the relationship between organizational culture and knowledge management in Jordanian	Quantitative	Multiple regression, path and factor analyses.	The development of organizational culture in Jordanian banks is still unstable and inefficient. Jordan's management approach, the culture of teamwork, and other facets of bank culture and how they show up in customer service may have an effect on this. The development and use of KM in Jordanian banks is still somewhat limited.

S/N	Reference	Title	Research Approach	Method of Data analysis	Summary of finding
		banking sector			The majority of knowledge is shared within the bank, and little effort is made to obtain information from the outside worlds.
10	[14]	The role of organizational culture on the relationship between knowledge management and employee performance in Jordan.	Quantitative	Factor analysis, Smart PLC	The study's findings demonstrated that KM had a good association with employee performance. It emphasizes the necessity of efficient knowledge acquisition, sharing, storage, and application processes. Organizations that engage in KM systems and provide enough resources for information sharing and learning allow employees to access and use relevant knowledge, resulting in increased job satisfaction, problem-solving skills, and innovation. Similarly, the moderating function of organizational culture suggests that a strong and supportive culture improves the impact of KM on employee performance.
11	[15]	Investigating the effect of organizational culture on knowledge management across a large banking network in sub-saharan Africa.	Quantitative	Smart PLS Software	The study's demonstrated that adhocracy and clan cultures have a significant direct influence on knowledge management. However, knowledge management is less positively impacted by hierarchical cultures. The study's findings show that effective knowledge management requires an organizational culture that is cooperative, encouraging, and values the knowledge management process.
12	[18]	Organizational culture and knowledge management in the Polish judiciary	Theoretical	Bibliometric analysis	In some areas, the upper echelons of court administration designated court staff to carry out strategies to enhance the court's OC. Mutual learning is another consequence of this research: courts that took part in the study and produced results that were noticeably below average are attempting to initiate conversations with courts that produced results that were much above average.
13	[19]	The positive influence of organizational culture on knowledge management in public education institutions	Quantitative	CFA, SEM & SMARTPLS Software	By analyzing the key components of the investigated constructs, it was feasible to show the significant influence of organizational culture on knowledge management. In order to ensure the institution's survival and operational efficacy, a well-structured culture takes into account institutional goals that improve the processes of knowledge generation, storage, and dissemination.
14	[20]	The role of organizational culture in the knowledge management process	Quantitative	SEM	Employee intention in the KM process (creation, storage, transfer, and application) is positively impacted by results and job-oriented cultures, while an individual's intention in the KM process is negatively impacted by a tightly controlled culture.
15	[23]	Knowledge management and organizational culture in higher educational libraries in Qatar: An empirical study	Quantitative	Descriptive	The results of this study indicate that staff demographics have little bearing on knowledge management activities. Knowledge management has a negative correlation with hierarchy culture and a favorable correlation with clan, adhocracy, and market culture. The study also shows that the success of knowledge management in Qatar's higher education libraries is positively correlated with clan and market culture types.
16	[26]	The impact of national culture and knowledge management on governmental intelligence	Quantitative	CFA and SEM	The scholarly community's examination of these links is prompted by the strong correlation between organizational and national culture and GI. In Brazil, the influence of national and organizational culture on GI is significantly greater than in Germany. Brazil's GI is more

S/N	Reference	Title	Research Approach	Method of Data analysis	Summary of finding
17	[29]	The effect of organization culture and technology on motivation, knowledge as set and knowledge management	Quantitative	SEM	impacted by culture than by knowledge, in contrast to Germany. This has to do with the fact that German culture, in contrast to Brazilian culture, is focused on the future and performance, obtaining information from facts, books, and statistics rather than being people-oriented and obtaining first-hand (oral) information. The findings demonstrate that motivation is positively and significantly impacted by organizational culture. Knowledge assets are positively and significantly impacted by organizational culture as well. Knowledge assets are positively and significantly impacted by technology, but motivation is not. Furthermore, knowledge management is not positively and significantly impacted by organizational culture, technology, or motivation. Knowledge management is positively and significantly impacted by knowledge assets.
18	[30]	Collaborative culture and higher education institutions performance: does knowledge management process mediate?	Quantitative	PLS-SEM	Although cooperation and diversity have an indirect impact on organizational performance, the knowledge management process has a favorable impact and acts as a mediator between collaborative culture and organizational performance.
19	[32]	Role of organizational culture on relationship between knowledge management and teacher's performance for national security	Quantitative	PLS-SEM	The results showed that teacher performance and knowledge management were positively correlated. It emphasizes the significance of efficient methods for gathering, exchanging, storing, and applying knowledge. The moderating role of organizational culture also suggests that the effect of knowledge management on teachers' performance is strengthened by a robust and encouraging culture.
20	[34]	Impact of organizational culture on knowledge management process in construction	Quantitative	SEM	According to the study, culture had a considerable impact on the knowledge management process of 0.73. The analysis showed that trust and management learning were important elements that had a beneficial influence on the KM process in the construction company that was the subject of the study.
21	[35]	The relation among organizational culture, knowledge management, and innovation capability; its implication for open innovation	Quantitative	SEM	The findings indicated that knowledge management and organizational culture were favorably correlated. Overall, the results indicate that an organization's open innovation culture, where mutual trust, cooperation, and learning are encouraged by encouraging and involved leaders, is more likely to boost the effectiveness of knowledge management procedures, which will ultimately result in the company's increased capacity for innovation.
22	[40]	Examining the mediating effect of knowledge management on the relationship between organizational culture and organizational Performance	Quantitative	PLS-SEM	The results demonstrate a direct and indirect positive and significant correlation between organizational performance and culture, as well as knowledge management. Furthermore, there is a robust and favorable correlation between knowledge management and both organizational performance and organizational culture.
23	[37]	The impact of organizational culture on	Qualitative	Thematic analysis	It was shown that some organizational cultural traits, such as bureaucracy, an emphasis on procedures, and a propensity to avoid risks, hindered knowledge sharing in

S/N	Reference	Title	Research Approach	Method of Data analysis	Summary of finding
		knowledge management: the case of an international multilateral organization.			knowledge management. Qualities that positively impacted KM included being welcoming, transparent, and cooperative. Organizations can address potential barriers to knowledge sharing and improve the efficacy of their KM activities by acknowledging the impact of culture on KM.
24	[38]	Exploring the linkage between knowledge management and organizational culture: a study of literature	Qualitative	SEM	According to this study, clan culture can effectively replace knowledge management approaches in general. Adhocracy culture, which was formerly the dominant culture for invention, is surpassed by clan culture. However, the adoption of KM technologies is more accurately predicted by adhocracy culture. It's interesting to note that, despite the widespread perception that market culture is a difficult setting for knowledge exchange, it actually has a medium overall impact on KM, similar to adhocracy culture. As expected, KM processes are not much impacted by hierarchical culture.
25	[41]	Organizational culture and its relationship with knowledge management strategy: a case study	Quantitative	Descriptive	The findings from the data analysis indicate that the organizational culture of the examined organization and four aspects of knowledge management strategies, knowledge generation and transfer exhibit significant relationships. Additionally, the outcomes of ranking the factors affecting the knowledge management strategy indicate that participation, adaptability, consistency, and mission-oriented cultures are the key organizational culture traits regarding their impact on knowledge management strategy
26	[42]	Influence of organizational culture dimensions on knowledge management processes in higher educational institutions	Quantitative	Multiple Regression	According to the study, knowledge management procedures in higher education institutions are impacted by aspects of organizational culture. There are both parallels and contrasts between the two HEIs that study looked at.
27	[43]	The role of organizational culture in knowledge management in small companies.	Qualitative	software MAXQDA	Knowledge management was significantly impacted by organizational culture because the small businesses under investigation did not invest in sophisticated IT systems and instead used a personalizing strategy. The report also highlights organizational growth as a crucial time for cultural coherence. Even while it is highly valued by management, if it is not properly handled from the standpoint of organizational culture, it may pose a risk to the success of the organization.
28	[44]	The association of KM, organization culture, and innovation with organizational performance: A case at study institute research	Mixed Approach	PLS & CBSEM	The findings demonstrate that: (1) knowledge management influences innovation; (2) knowledge management influences organizational culture; (3) knowledge management influences organizational performance; and (4) organizational culture influences organizational performance.
29	[46]	Organizational culture and knowledge management: Evidence from Bolivia and Mexico	Quantitative	Pearson correlation and step-wise regression,	The study found that the rigid organizational culture has a positive and significant impact on the relationship b/n knowledge management and flexible culture. From a comprehensive perspective, improving employee development and information sharing within an organization requires both flexible and rigid cultures

S/N	Reference	Title	Research Approach	Method of Data analysis	Summary of finding
30	[49]	The effects of organizational culture on university's academic staff knowledge management.	Quantitative	Descriptive, Regression, Correlation	The findings demonstrated that corporate culture has a considerable favorable impact on knowledge management. The findings also revealed that organizational culture influenced knowledge management by 37.4%.
31	[50]	Organizational culture and knowledge management in a basic education educational institution.	Quantitative	Descriptive	51.3% of teachers described organizational culture at the process level, while 43.3% did the same for knowledge management.
32	[51]	Organizational culture effect on value creation with the mediating role of strategic alignment of knowledge management.	Mixed Quantitative	PLS-SEM	The hypothesis was rejected because the findings indicate that there is no meaningful indirect association between organizational culture and organizational innovation through strategic alignment.
33	[53]	The Impact of organizational culture on knowledge management practices	Quantitative	SEM	The results show that there is a methodological and contextual gap regarding how corporate culture affects knowledge management techniques. According to preliminary empirical research, organizational culture had a major impact on knowledge management practices. While inflexible cultures impeded knowledge production, sharing, and utilization, supportive cultures promoted these processes. It discovered a mutually beneficial relationship in which a positive culture was strengthened by efficient knowledge management and vice versa. Strategic interventions were required to match cultural characteristics with knowledge management objectives, and leadership was essential in creating a culture that was knowledge-friendly.

Sources: Compiled By Author, 2026

5. Conclusion, Limitation and Recommendation

5.1. Conclusion

The objective of this systematic review is to investigate the empirical finding of the role of organizational culture in affecting knowledge management.

The majority of the reviewed articles used the resource-based view, knowledge-based view, legitimacy theory, social exchange theory, and institutional theory to investigate how cultural characteristics affect knowledge management in various sectors. In addition, some selected studies for this review used Dinson's and Competing Value Framework (CVF) models, as well as the integration of Technology Acceptance Model (TAM) and Dinson's models, to analyze the significance of cultural dimensions in the knowledge management

process. This review shows the breadth of this review by covering a large time span from 2015 to 2026 and drawing from numerous databases and reputable journals.

In undertaking this systematic review the researcher confirmed that among the organizational dimensions clan and adhocracy culture, involvement and adaptability, collaborative, participatory and learning-oriented cultures that is consistently shows a significant impact is generally most appropriate to improve knowledge management process. While, the review results regarding hierarchical and control-oriented or bureaucratic cultures repetitively indicated insignificant effect on knowledge management in the selected articles.

With regard to the methodology, majority of the articles the selected articles for the review used cross-sectional studies and a quantitative approach with SEM, indicating that some research used qualitative and longitudinal studies during the chosen time period.

The researcher confirmed that theoretical, conceptual, and methodological gaps in the studied areas were found in the majority of the reviewed literature. The other is that very few

research has examined how new technologies, such as digital cultures, artificial intelligence, and remote labor, affect the process of knowledge management.

5.2. Limitations of the Study

In order to find high-quality papers for this review, the researcher mostly relies on Scopus-indexed articles, which may overlook other significant studies. The other is that the scope of this review is limited by the exclusion of contributions from studies conducted before 2015 and by relying solely on a few databases and English-language publications.

Additionally, this review used qualitative analysis, which restricts the interpretation based on presumptions. Researchers employed narrow search criteria, which would need expanding the search criteria and utilizing different additional databases.

5.3. Recommendations for Future Research

Researchers should examine cross cultural comparison and by using longitudinal studies in order to clearly specify the cultural impacts on knowledge management in different geographical areas.

It is better to utilize the emerging digital technology cultures like AI influences in reshaping knowledge management.

Abbreviations

CVF	Competing Value Framework
RBV	Resource Based View
KBV	Knowledge Based View
TAM	Technology Acceptance Model
SEM	Structural Equation Modeling
FA	Factor Analysis
TAM	Technology Acceptance Model

Author Contributions

Hika Debela Biru: Conceptualization, Data curation, Formal Analysis, Investigation, Methodology, Resources, Writing – original draft, Writing – review & editing

Zerihun Ayenew Birbirsa: Project administration, Supervision, Validation, Visualization

Ebisa Tarfa Gabisa: Conceptualization, Formal Analysis, Methodology, Resources, Writing – review & editing

Conflicts of Interest

The authors declare no conflicts of interest.

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