The Role of HR in organizational Culture and Knowledge Management

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ABSTRACT

The study examines the relationship between knowledge management and organizational culture and how this relationship determines the role and expectations of the HR function in driving knowledge management in an organization.Using the perspective that knowledgeresides in individuals and is socially constructed, and with data from four organizations in Ghana, the study reviewed four different types of organizational culture namely adhocracy, hierarchy, market and clan and concludes that knowledge management initiatives of organizations are shaped by their organizational culture characteristics and this determines the role of HR in driving knowledge management in such organizations.

Keywords: *knowledge management, knowledge, organizational culture, HR.*

INTRODUCTION

Organizations are confronted with complex mega trends characterized by rapid technological disruption, social engagement model that has heightened increased expectations for social responsibility, ethics, environmental sensitivity, diversity and inclusion to integrate sub cultures, accountability and transparency, competition, sophisticated customer profiles, and global markets.The creation of global consumer, branding and financial markets and the need to develop agile business models to deliver high quality products and services place enormous pressure on organizations to secure and sustain a competitive advantage. In achieving competitiveness knowledge has become very significant for organizations more than financial resources, market position, technology or any other company asset (Schwandt &Marquadt, 2000, p 10). The HR function is responsible for providing leadership to ensure the organization attracts, motivates and retains the best talent while serving as the guardian of organizational values to facilitate knowledge creation.

Globalization, restructuring and technological developments and technological disruptions have affected knowledge creation processes within organizations. Globalization created geographic distance between employees and management and this distance requires innovative ways of working and sharing knowledge in organizations where remote working has become increasingly popular.(Boudreau, Loch, Robey, & Straud, 1998). Restructuring to reduce staffing consistently disrupted the knowledge creation process as many employees exited their organizations (Haines & Bedard, 2001). The remarkable growth of information and communication technologies produced a seamless flow of information. The implication was the need to determine appropriate information, and define enablers that will facilitate its processing and transformation into knowledge to enhance organizational competitiveness and effectiveness. Knowledge management emerged to give organizations model, tools, methodologies and strategies to address these implications. (Martensson, 2000).

The HR function plays a role in this dynamic change by providing leadership to facilitate knowledge management through the flow of information and training to help employees manage these expectations. The HR function is operating within a dynamic global environment of continually changing expectations by key stakeholders (Sofo 1999).The changing nature of work is marked by a range of distinctive developments that includes a number of structural and process transitions – in the use of

power, the use of capability, the use of knowledge and information and the use of people.(Sofo, 1999). According to Sofo (1999) the transitions in the nature of work have been from unskilled to knowledge work, from repetitive tasks to the use of imagination, from individual work to collaborative work in groups and teams, from work that is narrowly defined in terms of skills to work that demands uncertainty, discovery and challenge of one's skills based, from ignoring customers to empowering them and realizing that a customer focus is fundamental to advancement. Integration occurs when specialists are coordinated through knowledge management processes and their joint learning is harnessed into organizational synergy.(Sofo, 1999).

Dave Ulrich (1997) challenged the HR function to define the value they create in organizations and subsequently developed key components of the new HR organization namely transactional HR which includes e-HR, corporate HR which includes creating a consistent culture and identity to serve external stakeholders like customers, investors and communities. Embedded HR which includes engaging in strategy and exploring the implications of change and how to implement HR practices that reinforce the delivery of the business strategy. Centres of expertise which includes diagnosing organizational needs and offering menu offerings and facilitating a learning community within the organization. Further to that work Ulrich (1997) developed a multiple roles model for the HR leader namely strategic partner, administrative expert, employee champion and change agent.

The HR function plays a leadership role in knowledge creation within organization by ensuring the flow of people with the right knowledge and expertise. This includes buy(recruit), build(develop), boost(promote), bind(retain), borrow(outsource) and bounce (terminate). The cumulative effect of the flow of people role is to ensure knowledge is available, accessible and utilized to drive organizational competitiveness.

The HR function also plays a leadership role in managing the flow of performance to ensure an organization measures the demonstration of knowledge by employees and their contribution to organizational performance. The HR function also provides leadership for knowledge management by ensuring the flow of information such as policies to guide the

delivery of business processes to ensure consistency to manage organizational risks. The HR function can play a key role in providing leadership to manage data,(symbolic reproduction), information(meaning attribution) and knowledge(doing through learning).

However, the extent to which the HR organization model and the multiple roles model of the HR leader delivers value, is contingent on the culture of the organization which determines the extent to which the HR function can facilitate knowledge management.

MAIN QUESTION GUIDING RESEARCH?

What is the relationship between the knowledge management initiatives of organizations and their culture and how this determines the strategic importance specifically the role and expectations of HR in knowledge management in the organization?

Purpose and Research Hypothesis

The purpose of this study is to examine the relationship between knowledge management and organizational culture and how this relationship determines the strategic importance namely the role and expectations of the HR function in knowledge management. It adopts the perspective of knowledge as being socially constructed. It attempts to determine whether the knowledge management initiatives of organizations vary systematically from one type of culture to another and how this determines the role of HR in driving knowledge management in such organizations.

Premise

Knowledge management is significantly related to organizational culture. This premise refers to the essential role of culture in knowledge management which has been widely supported(McDermott & O'dell,2001:Davenport &Prusak, 1998).

Cultural alignment is significantly related to knowledge management. Cultural alignment is defined as the extent to which the various components of an organization's culture are glued together in a seamless manner.

In an aligned culture, the strategy, leadership style and management of human resources will be consistent with the same set of cultural values. Aligned culture are more typical of high performing organizations than are non-aligned cultures(Cameroon & Quinn, 1991, Deal & Kennedy,1982,).

Hypothesis

There is a significant relationship between organizational culture and knowledge management and HR's role in facilitating knowledge management is contingent on the culture of the organization.

Philosophical Perspectives on Knowledge

A review of the literature on knowledge management indicates varying perspectives with respect to the philosophical definition on knowledge(Dueck,2001, Martensson, 2000, Fahey &Prusak, 1998). Three varying perspectives have been identified in the literature: (1) knowledge as an object (2) knowledge as residing in individual minds and (3) knowledge as being constructed socially.

Knowledge as an object

The definition of knowledge as an object posits that knowledge exists outside of people. This definition is associated with engineering(Hendriks 2001). It limits knowledge to information ie data organized and structure in a context relevant to the user (Wiig 1997). In this definition, knowledge management initiatives consists of information management. The focus is on technologies such as repositories, search and retrieval and access software with the aim to archive information and make it accessible to employees (Hendriks 2001). Research however confirms that organizations invest in resources to acquire and archive information only to realize employees rarely use it.(McDermott& O'Dell 2001). The challenge with this approach is that it fails to consider the values and needs of employee. According to Palmer 2003, database and other storage media will be used only if potential users values them.

Organizational cultures, individual and group choices and dispositions, work processes equally play a key role in determining media choice (Orlikowski& Barley 2001).

Knowledge as Residing in Individual Minds

This philosophical perspective defines knowledge as residing in the minds of individual employees of the organization who apply cognitive processes to transform information into knowledge (Nonaka 1994). Knowledge is created through knowledge conversion, focusing on a dialogue between tacit and explicit knowledge. Tacit knowledge has a personal quality that makes formalizing and communicating it difficult, whereas explicit knowledge is transmittable in systematic language(Polanyi 1958). This perspective avers that a critical challenge for knowledge management is to capture and convert knowledge from employees minds(tacit knowledge) into a form that is available, accessible and utilized by others(explicit knowledge).Knowledge is codified using a "people-to-documents" approach in which knowledge from the person who developed it is made independent of that person and is subsequently used for various purposes(Hansen, Nohria, & Tierney 2001). Once this process is completed, it becomes information and can be stored. Limiting knowledge management to an individually based process may generate tensions, causing efforts aimed at reinforcing individual knowledge to be counter productive for organizational knowledge creation.

Knowledge as Socially Constructed

The social perspective considers knowledge to be socially constructed as groups of individuals engage in talk and activity around shared tasks or problems (Merriam & Caffarella, 1999). In contrast the two previously discussed perspectives on knowledge ignore social and tend to view technology as the key to successful knowledge management. An analysis of 400 journal articles published between 1993 and 1998 revealed this technological bias in the knowledge management literature (Hendricks 2001). Nonetheless the importance of the social dimension in knowledge management is supported by several studies. Knowledge creation is a dynamic social process that involves human interaction with its inherent complex of values, assumptions, language and symbols (Schwarndt &Marquadt 2000). Knowledge management is also inherently captured in the work of Edgar Schein on organizational culture (1995). Organizational characteristics such as written and non written rules, vision and mission statements, standards of acceptable behavior, rituals, symbols, artefacts, policies, structures etc are reinforced through social engagement and interaction among organizational members. Any discussion of knowledge in organizational settings without explicit reference to its cultural context is likely to be misleading. (De Long & Fahey 2000). Culture determines how organizational members assign meaning to knowledge. More specifically culture shapes what they define as relevant knowledge. De Long &Fahey (2000) have concluded that cultures shape assumptions about which knowledge is important, culture mediates

the relationships between individual and organizational knowledge, culture creates a context for social interaction and culture shapes the creation and adoption of new knowledge. Schein (2001) and Sackman (1992) both argue that these four conclusions, suggest that knowledge-related processes and organizational culture are closely related.
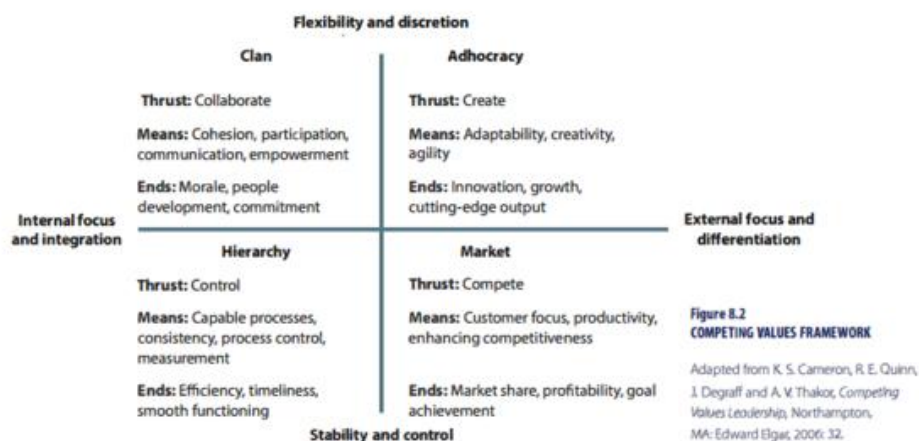
The Competing Values Framework (Cvf)

The competing values framework was initially developed by Quinn and Rohrbaugh (1983) to identify the values underlying the concepts which are fundamental to the construct of organizational effectiveness. CVF focuses on competing values and assumptions relating along two dimensions in organizations (a) organizational focus (internal vs external), and (b) structure (control vs flexibility). When applied to organizational culture, these two dimensions produce a matrix with four quadrants, each representing one of four different types of culture: adhocracy, hierarchy, clan and market (Cameron & Quinn, 1999). Each cultural type emphasizes particular means and ends. The four cultures in the CVF have competing values. The *clan culture* emphasizes flexibility, internal focus and the development of human resources. It is diametrically opposed to the *market culture* which focuses on control, planning, goal setting and productivity with an external orientation. The *adhocracy culture* emphasizes flexibility, adaptability and resource acquisition with an external focus. It stands in contrast to the *hierarchy culture* which stresses stability, control and information management with an internal orientation.(Cameron & Quinn 1999).

Each culture represents a different set of basic assumptions, orientation and values which constitute organizational culture. (Quinn, Spreitzer & Gretchen 1991, Zammuto & Krakower 1991, Cameron & Freeman 1991).

Figure 8.2
COMPETING VALUES FRAMEWORK

Adapted from K. S. Cameron, R. E. Quinn, J. Degraff and A. V. Thakor, *Competing Values Leadership*, Northampton, MA: Edward Elgar, 2006: 32.

Organizational Culture and Knowledge Management Interface

The clan culture emphasizes shared values and goals. Its main concern is developing human resources to achieve cohesiveness and commitment. Its conceptual base is the idea that shared understanding, values and meaning are prerequisites for the organization to learn and survive. Market culture is goal oriented and emphasizes productivity and performance to achieve market superiority.(Cameron and Quinn 1999). Its main focus is the production of knowledge toward the survival of the organization. Adhocracy culture focuses on being on the leading edge of developing new knowledge, products and services. Its long-term emphasis is on the acquisition of new resources, particularly information, which is essential for it to continually adapt to complex and turbulent environmental conditions(Cameron and Quinn 1999). The hierarchy culture is formalized and structured. It emphasizes rules, policies, and procedures to ensure efficient and smooth business operations. Its main purpose is to move, transfer, retrieve and capture information and knowledge.

Empirical Studies of Organizational Culture

Ouchi &Wilkins (1985) identified three main approaches to the study of organizational culture: (a) holistic studies using participant observations, (b) semiotic studies, and (

quantitative studies using surveys or experimental manipulation. Holistic studies examine the organization as a whole, focusing on how its culture helps maintain social structure. Semiotic studies focus on language and symbolism and analyze written and oral communications in order to describe and understand the culture. Quantitative studies use predetermined dimensions of culture and attempt to determine the relationship between organizational culture and other organizational variables. Even though this review of empirical studies was not limited to quantitative studies, a particular emphasis was placed on this category of studies in order to inform the methodology used for this research.

Cultural Types

Cultural types refers to the specific kind of culture present within an organization (Cameroon & Quinn 1999). Cameron &Ettington (1988) examined the relationship between organizational effectiveness and cultural types, congruence and strength in 334 colleges and universities. They concluded that cultural type is a stronger determinant of organizational effectiveness than cultural strength and congruence. Calori and Samin's (1991) study of 5 french companies identified a particular cultural types as more likely to produce organizational growth. Such a cultural type is characterized by values such as trust, responsibility, openness to the environment, entrepreneurship, quality and consistency. Quinn et al (1991) studied 86 public utility firms and concluded that organizations tend to possess a combination of cultural types, driven by several dominant types, one dominant type or no specific types.

Cultural Strength

The strength of the culture of an organization is determined by the number of points awarded to a specific culture type. The higher the score, the stronger or more dominant is that particular culture(Cameroon & Quinn 1999). Several studies have suggested that cultural strength is a significant determinant of organizational effectiveness. In a study of 13 health care organizations, Nystrom (1993) examined the impact of culture on organizational commitment, job satisfaction and performance. That study concluded that organizational members in strong cultures are more committed and satisfied and performed better. Employees of weak cultures were found to be less committed and more likely to quit their jobs.

Cultural Congruence

Cultural congruence refers to the extent to which the culture reflected in one component or system of the organization is similar to and consistent with the culture in another system of the organization(Cameron & Freeman, 1991), Cameron & Quinn(1999), Nystrom(1993) found that more congruent tend to have consistent organizational strategies which increase their chances for future success. Denison(1990) concluded after a study of 34 firms that the extent to which cultural congruence was associated with performance diminished over time. In the short run organizations may need to achieve immediate and short term performance, which may require a congruent culture. However in the long run, a congruent culture tends to restrict the variety of choices available to an organization establishing itself in the market, due to the fact that flexibility and variety are required to adapt to the environment and a congruent culture may inhibit this process.

Organizational Culture and Performance

Kotter and Heskett(1992) compared high performing companies with low performing ones and concluded that the main distinguishing factors are cultural type, strength and congruence. Denison(1984) research indicated that companies that place value on employee participation in organizational processes such as decision making generate returns on investment that are double the returns of companies without such values. Yeung et al(1991) examined the relationship between organizational culture and HR practices in 91 fortune 500 companies. They concluded that both cultural type and cultural strength are significantly associated with organizational performance.

Organizational Culture and Knowledge Management

According to De Long and Fahey (2000), culture significantly influences knowledge management in four ways. Firstly it shapes assumptions about what knowledge is. Secondly it mediates the relationship between individual and organizational knowledge. Thirdly it creates a context for social interaction, determining how knowledge is used in particular situations. Fourthly it shapes the creation and adoption of new knowledge. Knowledge sharing is influenced by structure and more specifically it is negatively affected by a hierarchical structure (Tsai 2002). The clan culture also plays a significant role in knowledge creation (Chua

2002, Damanpour 1991). Organizational memory which is intrinsically linked to organizational culture (Schwandt & Marquardt 2000) facilitates the learning processes within organizations by ensuring that what has been learned in the organization can be stored, shared and updated (Cook & Yanow 1996, Cross & Baird 2000, Goodman & Darr 1998, Leavit & March 1988).

Cameroon &Quinn (1999) confirm in a study that successful communal companies where there is high solidarity and trust which is akin to the clan culture, integrate different knowledge management approaches rather than focus on one. The importance of a culture emphasizing trust was supported by Ruppel and Harington (2001) who explored factors affecting the implementation of intranet for knowledge sharing. Results of their study indicated that clan cultures characterized by cohesion are directly and positively related to intranet implementation, whereas market cultures characterized by competitions do not support it. Chua's (1992) study also indicated the significance of human relationships by demonstrating that promoting a culture of respect, friendship and cohesion is positively related to knowledge creation.Tsai(2002)

focused on knowledge sharing within social networks in organizations and found that formal hierarchy structure has a negative effect on knowledge sharing among units that compete with each other for market share, but not among those that compete for internal resources. This funding is consistent with the CVF (Cameron & Quin 1999) which recognizes the competition between the values of hierarchy culture that are internally focused and the values of market cultures that are externally focused. McDermott and O'Dell (2001) studies 40 companies deemed to share knowledge effectively in order to determine the cultural characteristics that explain their success. They observed that these organizations adapted their approach to knowledge management to fit their culture by (a) linking the sharing of knowledge to the solving of practical problems, (b) tying knowledge sharing to preexisting core value, (c) introducing knowledge management in a way that aligns with the organization's style (d) building on existing networks that people use in their daily work and encouraging peers and supervisors to exert pressures to share. This study pointed to the importance of linking knowledge sharing to organizational actions which are ultimately determined by the organizational culture.

HR, Organizational Culture and knowledge management Interface

According to Brockbank& Ulrich (2005) the HR function creates value for investors, customers, line managers and employees through four key practices. Flow of people refers to how the organization manages its key asset –its people – including how people move in, through, up and out of the organization. Proper attention to people flows ensures the

availability of the talent the organization needs to accomplish its strategy. With this role, HR facilitates the acquisition, nurturing, retention and disengagement of the knowledge, skills, intellect that individuals bring into the organization until they are separated. This role also enables HR to ensure the acquisition and socialization of talent who will fit with the culture of the organization. Flow of performance refers to what links people to work – the standards and measures, financial and non financial rewards and feedback that reflect stakeholder interests. Proper attention to this flow promotes accountability for performance by defining, documenting and rewarding it and penalizing its absence. With this role, HR facilitates the measurement of how individual employees contribute towards the realization of the strategic intent of the organization for impact, influence, income and organizational sustainability. Managing the flow of performance enables the process of demonstrating, measuring and documenting the application of knowledge to ensure organizational effectiveness. The outcome of this process ensure that HR is able to facilitate the measurement of the application of knowledge that reinforces the culture of the organization.Flow of information refers to what keeps people aware of the organization and their collective knowledge resources. Proper attention to information flow ensures people know what is happening and why, and can apply themselves to what needs to be done to create value. Brockbank &Ulrich(2005). To be successful, organizations must manage the flow of information from outside, to inside and across horizontal and vertical boundaries. HR facilitates choices around establishing a communication strategy that allows for the management of knowledge and information generated within organizations. HR leadership in this role requires helping organizational leadership to establish a clear vision for communication, the purpose of communication and how it aligns with the company's overall culture and philosophy. This role enables HR to ensure integration and alignment as HR practices have a communication, information and knowledge component when people are selected, rewarded, promoted or separated. The information and knowledge that HR generates from the measurement of these HR processes and outcomes, helps to reinforce the right organizational culture. Gathering, processing and documenting best practice or project models that demonstrate operational excellence, as well

as individual and team performance that result in improved business performance, facilitate knowledge management that contributes to reinforce the right organizational culture for organizational effectiveness.

According to Brockbank &Ulrich (2005), HR can build substantive value by facilitating joint interaction with customers through research and development efforts and shared learning and development programs. HR can also provide leadership to help identify and create organizational capabilities through the gathering, processing and documentation of knowledge that directly support brand promise to drive competitive advantage. HR also facilitates the movement of knowledge processes, outputs and outcomes hierarchically through the flow of information. HR can add substantive value by leveraging business opportunities across units and by creating systems and practices that facilitate the horizontal flow of knowledge through the selection of talent for cross functional project teams, acting roles, job enrichment, documenting and packaging best project models, business processes and outcomes for replication to reinforce alignment to organizational culture and strategic aspirations. Flow of work refers to three aspects namely who does the work? How is the work done? Where is the work done. HR facilitates knowledge on how suitable organizational models can be defined to clarify these three aspects. According to Brockbank &Ulrich (2005), HR plays a role in helping company leadership to determine the level of integration, differentiation as well as number of layers, headcount, location which facilitates the development of the right business operating model. These processes informs decisions and choices around differentiation, product and services portfolio choices, product structures, market structures, technology based structures, functional structures and matrix structures etc. These processes and outcomes helps to generate knowledge to reinforce the type of organizational cultures in line with the CVF, Cameron & Quinn, (1999). As raw materials, ideas and knowledge are transformed into business outputs and outcomes to meet multiple stakeholder (investor, customer, line manager, employee) expectations, HR plays a key role to facilitate the selection of interaction patterns that produces knowledge required for optimal results. Company leadership decisions around choices as to whether vertical silos or functions

drive company processes or should processes be driven horizontally by customer requirements shape the nature of human interactions that produces knowledge to improve performance. This also contributes towards creating or reinforcing the type of organizational culture with reference to the CVF. Cameron & Quinn (1999). According to Brockbank & Ulrich (2005), in a vertical organization front line workers tend to look to their functional or departmental silos to dictate knowledge around organizational effectiveness criteria. Standardized functional goals may take precedence over responding to customers. This aligns with the hierarchy culture on internal focus on integration, stability and control dimensions as defined by the CVF. Cameron &Quinn (1999). According to Brock bank &Ulrich (2005), the horizontal organization begins with customer inputs, ends with customer utilization of products and services and then customizes all work to align with these customer-based starting and ending points. This aligns with the market culture on external focus and differentiation. Cameron & Quinn (1999).HR plays a significant role through its functions on flow of people, performance, information and work to facilitate the production, documentation, and application of knowledge that helps to create or reinforce the culture of the organization.

Theoretical and Methodological Implications For This Study

Knowledge management and organizational culture are both constructs that are intimately linked to the concept of organizational effectiveness (Cameon & Quinn, 1999), Denision, 1990, Schwandt & Marquardt 2000). Numerous studies have revealed the paradoxical nature of organizational effectiveness (Cameron &Ettington, 1988, Gill 1995, Yeung 1991). The key characteristics in paradox is the simultaneous presence of contradictory, even mutually exclusive elements (Quinn & Cameron 1988). However Poole & Van De Ven (1989) argue that theorists tend to maintain an "elusive consistency" by ignoring the paradoxes inherent in the phenomena they are attempting to explain. The interface between HR, knowledge management and organizational culture requires theoretical frameworks and instruments that integrate the inherent tensions and contradictions in the role that HR plays to drive knowledge management and organizational culture. For the construct of culture, both Denision (1990) theory and the CVF(Cameron

& Quinn, 1999) integrated the idea of the paradox in their conceptualization of organizational culture. For the construct of knowledge management we adopted the definition of knowledge as residing in individuals (Nonaka 1994) and socially constructed. (Schwarndt &Marquadt 2000). For the construct of HR we adopted Ulrich & Brockbank's Model (2005) that defines the four roles of the HR function.

Methodology

This section examines the methodology used to determine the relationship between organizational culture and knowledge management and role of HR. A cross-sectional survey methodology was used because it allows for the examination of the relationship between variables (Strati, 2000). Specific information about the study ie sampling, data collection, survey administration, data processing and data analysis is presented below.

Sampling

The study was conducted in Ghana, at the team level of analysis, comparing the data across teams. The study was empirical in nature and combined an inductive and deductive approach as a basis for examining the relationship between knowledge management and organizational culture and the role of HR in the four organizations. The deductive approach involved reviewing literature and documents available at the four organizations, whereas the inductive approach was based on empirical data obtained from interviews and questionnaire administered to the respondents.For the purposes of this study, a team is defined as a collection of individuals who are interdependent in their tasks, who share responsibility for outcomes, who see themselves and who are seen by others as an intact entity embedded in one or more larger social systems. (Cohen & Bailey 1997). The study was focused on teams in four organizations involved in international development in order to avoid the risk of introducing extraneous variables present when selecting organizations across industries.(Gordon 1991). An industry is defined by shared worldviews and characterized by a common body of knowledge which is shared through media equally available to and used by managers within the industry (Abramson 1994). Purposive sampling was used. In this sampling method, researchers use their judgement to select a sample based on previous knowledge of the population and the specific purpose of the

research (Fraenkel &Wallen 2000). The target population for this study consisted of management teams with in four international development organizations. As in multistage cluster sampling (Babbie 1989), the organizations to which they belong were selected based on a total of 10 organizations. Ten professionals participated from each organization resulting in a total sample size of 40. Each sample comprised of the 2 HR staff (Head of HR, and 1 HR middle manager), 6 line managers, 1 COO,1 CEO.

All four organizations were based in Accra and both had staffing levels in excess of 200. Participants had worked in their organization an average of 5.37 years (SD = 6.07) with total work experience averaging 7.84 years (SD = 6.47). Their ages ranged from 25 to 48 (M = 31.07, SD = 6.77). About 39% were male, 51% were female. 65% of respondents in Company A, B and C had at least a first degree, while 55% of respondents in Company A,B, C & D had an undergraduate or a more advanced degree.In order to conduct the survey 40 questionnaires were distributed out of which 36 questionnaires were returned showing 90% response rate. The questionnaires were rated on a five point Likert scale where 1 refers to strongly disagree and 5 refers to strongly agree. The sample size of 40 is considered to be sufficient according to central limit theorem.

Background of Respondent Organizations

Organization A was established in 1991 and focuses on implementing projects in education with an annual budget of Five million dollars. It has projects in 6 out of the 10 administrative regions in Ghana. It raises funding from donors.

Data From Company A

It has a staffing strength of 230 and its corporate headquarters is based in the Netherlands. Organization B was established in 2000 and is an international development organization with experience in facilitating the development of socially sound and profitable supply chains.It focuses on stimulating sustainable supply chains through operational excellence in livelihood projects. It has a staff strength of 260 and its corporate headquarters is based in the USA. It has an annual budget of ten million dollars and operates in 5 out of the 10 administrative regions in Ghana. It raises 75% of its funds from its individual and corporate sponsors and the remaining 25% from donor funds. Organization C started operating in Ghana in 2006 and solely focuses on implementing water and sanitation projects. It has employed 315 employees, has an annual budget of twelve million dollars and operates in all ten administrative regions in Ghana. Its headquarters is based in Ghana. Organization D started operating in Ghana in 1995 and focuses on partnering with community based organizations to build their capacities in governance, citizen voice and action and social mobilization. It has an annual budget of three million dollars and operates in the 3 northern regions of Ghana. It raises funds from donors.

Findings

Data and Analysis

We used the likert scale namely 1- strongly disagreed, 2- disagreed, 3 neither agree nor disagree, 4-agree, 5 –strongly agree

For purposes of our study, we focused on scores rated high namely 4 &5 and also examined scores rates low as well.

Knowledge management assessment

Factor - Acquisition of resources to enable adaptation					1	2	3	4	5		
There is intense competition among teams within your company?					0	0	3	4	3	10	70%
Your team effectively use organizational resources & HR plays active role					2	1	2	3	2	10	50%
This team effectively identifies and acquires external resources to meet its goals & HR plays a key role by facilitating relevant partnerships					0	1	1	5	3	10	80%
Members of your team share external information with HR playing key role in creating learning database for sharing					1	0	1	5	3	10	80%
Your team predicts changes occuring in the sector					1	1	1	4	3	10	70%
Your team continuously tracks how your competitors improve their products, services and operations					0	0	2	7	1	10	80%
Your team intentionally creates space to reflect upon and measure external information & HR facilitates it					1	1	1	6	1	10	70%

Factor - Goal attainment to enable performance							
Your team hold its members accountable for achieving organizational goals & HR facilitates it		1	1	2	3	3	10	60%
This team has clear performance objectives & HR plays leadership role in training to reinforce understanding		0	1	1	4	4	10	80%
This team has defined a clear measurable mission & HR plays key role through onboarding		1	1	0	5	3	10	80%
Your team has defined goals for researching and developing new products and/services with HR playing key role		0	0	4	3	3	10	60%
Factor - Integration to enable performance							
The managers and leaders of the team have the skills required to guide organizational change		0	1	3	3	3	10	60%
People in your team are held responsible for the decision they make		2	2	0	4	2	10	60%
Your team implements changes to help the employees to be more effective in doing their jobs woth active HR participation		1	1	1	3	4	10	70%
Your team has clear goals for individual and team development with HR leadership role		2	1	0	4	3	10	70%
Your team provides opportunities for employees to develop their knowledge, skills and capabilities with active HR role		1	2	1	3	3	10	60%
Your team's leaders support quick & accurate communication among employees with HR highly engaged to support flow of information		2	2	0	3	3	10	60%
There are systems inplace to share new operational processes and procedures within the team with HR actively to facilitate information		0	1	0	4	5	10	90%
Your team has established work groups, networks and other arrangements to help team adapt to change facilitated by HR learning resources		0	2	2	3	3	10	60%
Factor -Reinforcing for performance							
Your team uses stories and make references to its history to let employees know how they should perform their jobs?		0	0	2	4	4	10	80%
Your team publicly recognizes employees for exceptional performance(feature them in newsletters, plaques etc)		1	1	2	3	3	10	60%
Your team believes it needs to consistently improve customer service		0	1	3	3	3	10	60%
Your team has a strong culture of shared values that guide daily work activities		0	0	1	5	4	10	90%
Your team uses ideas and suggestions from its employees		1	1	3	2	3	10	50%
Your team members learn from each other through informal conversations		1	0	3	3	3	10	60%
It is easy for employees to access expertise in the team		0	1	0	5	4	10	90%
Organizational culture assessment							
Dominant Characteristics							
The organization is very personal place, like an extended family with lots of sharing among employees.		2	2	2	2	2	10	40%
The organization is very dynamic and entrepreneurial place, employees are willing to take risks		0	0	2	2	6	10	80%
The organization is results oriented, staff are competitive and achievement oriented		1	1	3	3	2	10	50%
The organization is very controlled and structured place, formal processes govern what employess do		4	3	3	0	0	10	70%
Organizational leadership							
Leadership in the organization is generally considered as nurturing and mentoring staff		2	1	2	2	3	10	50%
Leadership in the organization is generally considered as promoting		0	2	1	3	4	10	70

							%
risk taking and innovation							%
Leadership in the organization is generally considered as tolerating no-nonesense results oriented focus	4	4	1	1	0	10	80%
Leadership in the organization is generally considered as promoting coordinating, organizing	3	2	2	3	0	10	30%

In terms of organizational culture, Company A has characteristics akin to the adhocracy culture (Cameron & Quin 1999). **The Adhocracy culture** focuses on being on the leading edge of developing new knowledge, products and services. In terms of organizational leadership, its long-term emphasis is on the acquisition of new resources, particularly information, which is essential for it to continually adapt to complex and turbulent environmental conditions (Cameron and Quinn 1999). Leadership is generally considered as promoting risk taking and innovation. With respect to the role of HR

in knowledge management namely acquisition of resources to enable adaptation, goal attainment, integration and reinforcing for performance, HR plays a significant role in this organization by facilitating partnerships and also creates a learning database to manage knowledge and information gathered. HR also plays a strong role in facilitating communities of practice and their access to relevant resources within the organization. This is aligned with the flow of information role of HR. Brockbank &Ulrich(2005).

Data from Company B

Knowledge Management assessment								Total	
Factor - Acquisition of resources to enable adaptation					**1**	**2**	**3**	**4**	**5**		
There is intense competition among teams within your company?					4	3	2	0	0	9	70%
Your team effectively use organizational resources & HR plays active role					0	3	0	4	3	10	70%
This team effectively identifies and acquires external resources to meet its goals & HR plays a key role by facilitating relevant partnerships					0	1	3	2	4	10	60%
Members of your team share external information with HR playing key role in creating learning database for sharing					1	0	3	3	3	10	60%
Your team predicts changes occuring in the sector					1	2	2	3	2	10	50%
Your team continuously tracks how your competitors improve their products, services and operations					4	3	1	1	1	10	20%
Your team intentionally creates space to reflect upon and measure external information & HR facilitates it					1	1	2	3	3	10	60%
Factor - Goal attainment to enable performance										
Your team hold its members accountable for achieving organizational goals & HR facilitates it					1	1	1	3	4	10	70%
This team has clear performance objectives & HR plays leadership role in training to reinforce understanding					0	0	4	4	2	10	60%
This team has defined a clear measurable mission & HR plays key role through onboarding					1	2	0	3	4	10	70%
Your team has defined goals for researching and developing new products and/services with HR playing key role					0	2	4	2	2	10	40%
Factor - Integration to enable performance										
The managers and leaders of the team have the skills required to guide organizational change					0	2	3	2	3	10	50%
People in your team are held responsible for the decision they make					2	2	0	4	2	10	60%
Your team implements changes to help the employees to be more effective in doing their jobs woth active HR participation					1	1	1	3	4	10	70%
Your team has clear goals for individual and team development with HR leadership role					2	1	0	4	3	10	70%
Your team provides opportunities for employees to develop their	1	2	1	3	3	10	60%

knowledge, skills and capabilities with active HR role							
Your team's leaders support quick & accurate communication among employees with HR highly engaged to support flow of information	2	2	0	3	3	10	60%
There are systems inplace to share new operational processes and procedures within the team with HR actively to facilitate information	0	1	0	4	5	10	90%
Your team has established work groups, networks and other arrangements to help team adapt to change facilitated by HR learning resources	0	2	2	3	3	10	60%
Factor -Reinforcing for performance							
Your team uses stories and make references to its history to let employees know how they should perform their jobs?	0	0	2	4	4	10	80%
Your team publicly recognizes employees for exceptional performance(feature them in newsletters, plaques etc)	1	1	2	3	3	10	60%
Your team believes it needs to consistently improve customer service	0	1	3	3	3	10	60%
Your team has a strong culture of shared values that guide daily work activities	0	0	1	5	4	10	90%
Your team uses ideas and suggestions from its employees	1	1	3	2	3	10	50%
Your team members learn from each other through informal conversations	1	0	3	3	3	10	60%
It is easy for employees to access expertise in the team	0	1	0	5	4	10	90%
Organizational culture assessment							
Dominant Characteristics							
The organization is very personal place, like an extended family with lots of sharing among employees.	2	2	2	2	2	10	40%
The organization is very dynamic and entrepreneurial place, employees are willing to take risks	0	0	2	2	6	10	80%
The organization is results oriented, staff are competitive and achievement oriented	1	1	3	3	2	10	50%
The organization is very controlled and structured place, formal processes govern what employess do	4	3	3	0	0	10	70%
Organizational leadership							
Leadership in the organization is generally considered as nurturing and mentoring staff	2	1	2	2	3	10	50%
Leadership in the organization is generally considered as promoting risk taking and innovation	0	2	1	3	4	10	70%
Leadership in the organization is generally considered as tolerating no-nonesense results oriented focus	4	4	1	1	0	10	80%
Leadership in the organization is generally considered as promoting coordinating, organizing	3	2	2	3	0	10	30%

In terms of organizational culture, Company B has characteristics akin to the hierarchy culture (Cameron & Quin 1999).**The hierarchy culture** is formalized and structured. It emphasizes rules, policies, and procedures to ensure efficient and smooth business operations. Its main purpose is to move, transfer, retrieve and capture information and knowledge.(Cameron and Quinn 1999). Leadership is generally considered as tolerating no-nonsense results oriented focus. The low scores on promoting coordinating and organizing (30%) suggests that while a hierarchical culture is associated with discipline in planning, organizing and controlling,(70% from our data),our research at the same time suggest that this may not always be the case. With respect to the role of HR in knowledge management namely acquisition of resources to enable adaptation, goal attainment, integration and reinforcing for performance, HR plays a moderately important role in this organization by facilitating partnerships and also creates a learning database to manage knowledge and information gathered. This is aligned with the flow of information role of HR. Brockbank & Ulrich (2005). HR also plays a strong role through on boarding to facilitate information and knowledge to drive

performance management. On boarding is aligned with flow of people role of HR. Ulrich & Brockbank(2005) and training to reinforce goal attainment and performance is aligned with flow of performance role of HR. Ulrich & Brockbank(2005).

Data from Company C

Knowledge management assessment								
There is intense competition among teams within your company?					3	4	2	1	0	10	70%
Your team effectively use organizational resources & HR plays active role					2	1	1	3	3	10	60%
This team effectively identifies and acquires external resources to meet its goals & HR plays a key role by facilitating relevant partnerships					2	1	2	2	3	10	80%
Members of your team share external information with HR playing key role in creating learning database for sharing					1	1	1	4	3	10	70%
Your team predicts changes occuring in the sector					1	1	4	2	2	10	70%
Your team continuously tracks how your competitors improve their products, services and operations					1	1	5	2	1	10	30%
Your team intentionally creates space to reflect upon and measure external information & HR facilitates it					1	2	1	4	2	10	60%
Factor - Goal attainment to enable performance								
Your team hold its members accountable for achieving organizational goals & HR facilitates it					1	1	1	4	3	10	70%
This team has clear performance objectives & HR plays leadership role in training to reinforce understanding					0	1	3	4	2	10	60%
This team has defined a clear measurable mission & HR plays key role through onboarding					1	1	1	4	3	10	60%
Your team has defined goals for researching and developing new products and/services with HR playing key role					1	1	4	2	2	10	40%
Factor - Integration to enable performance								
The managers and leaders of the team have the skills required to guide organizational change and HR coordinates process					0	1	2	4	3	10	70%
People in your team are held responsible for the decision they make					2	2	0	4	2	10	60%
Your team implements changes to help the employees to be more effective in doing their jobs woth active HR participation					1	1	0	4	4	10	80%
Your team has clear goals for individual and team development with HR leadership role					2	1	1	3	3	10	60%
Your team provides opportunities for employees to develop their knowledge, skills and capabilities with active HR role					1	2	1	3	3	10	60%
Your team's leaders support quick & accurate communication among employees with HR highly engaged to support flow of information					2	2	0	3	3	10	60%
There are systems inplace to share new operational processes and procedures within the team with HR actively to facilitate information					0	1	0	4	5	10	90%
Your team has established work groups, networks and other arrangements to help team adapt to change facilitated by HR learning resources					0	2	2	3	3	10	60%
Factor -Reinforcing for performance								
Your team uses stories and make references to its history to let employees know how they should perform their jobs?					0	0	2	4	4	10	80%
Your team publicly recognizes employees for exceptional performance(feature them in newsletters, plaques etc)					1	1	1	3	4	10	70%
Your team believes it needs to consistently improve customer service					0	2	3	3	2	10	50%
Your team has a strong culture of shared values that guide daily work activities					0	0	1	5	4	10	90%

Your team uses ideas and suggestions from its employees						0	1	3	2	4	10	60%
Your team members learn from each other through informal conversations						1	0	2	3	4	10	70%
It is easy for employees to access expertise in the team						0	1	1	4	4	10	80%
Organizational culture assessment											
Dominant Characteristics											
The organization is very personal place, like an extended family with lots of sharing among employees.						2	0	2	2	4	10	60%
The organization is very dynamic and entrepreneurial place, employees are willing to take risks						2	4	2	2	0	10	20%
The organization is results oriented, staff are competitive and achievement oriented						1	1	3	3	2	10	50%
The organization is very controlled and structured place, formal processes govern what employess do						2	3	3	2	0	10	80%
Organizational leadership											
Leadership in the organization is generally considered as nurturing and mentoring staff						2	1	1	2	4	10	60%
Leadership in the organization is generally considered as promoting risk taking and innovation						2	3	2	0	3	10	30%
Leadership in the organization is generally considered as tolerating no-nonesense results oriented focus						2	2	1	3	2	10	50%
Leadership in the organization is generally considered as promoting coordinating, organizing						1	2	2	3	2	10	50%

In terms of organizational culture, Company C has characteristics akin to the clan culture (Cameron & Quin 1999).**The clan culture** emphasizes shared values and goals. Its main concern is developing human resources to achieve cohesiveness and commitment. Its conceptual base is the idea that shared understanding, values and meaning are prerequisites for the organization to learn and survive. Leadership is generally considered as nurturing and mentoring staff to reinforce the DNA of the organization. In terms of organizational culture assessment, the organization has a controlled and structured work environment and formal processes govern what employees do. The organization is a very personal place like an extended family with lots of sharing among employees. It is easy for employees to access expertise and there is a focus on using stories and awards to recognize performance. Our study also indicates very low scores on risk taking and innovation (30%)and there could be a relationship with the high scores on structure and formal processes since standardization can inhibit innovation. With respect to the role of HR in knowledge management ie acquisition of resources to enable adaptation, goal attainment, integration and reinforcing for performance, HR plays a very significant role by facilitating partnerships and also creates a learning database to manage knowledge and information gathered.

HR also plays a strong role in facilitating communities of practice and their access to relevant resources within the organization this is related to the very high scores on the promotion of informal conversations as a means of reinforcing key messages to drive performance and values.

This is aligned with the flow of information role of HR. Brockbank& Ulrich (2005). HR also plays a strong role through on boarding to facilitate information and knowledge to drive performance management. On boarding and induction is aligned with flow of people role of HR. Brockbank & Ulrich (2005) and training to reinforce goal attainment and performance is aligned with flow of performance role of HR. Brockbank& Ulrich(2005).

Data Company D

Factor - Acquisition of resources to enable adaptation					1	2	3	4	5		
There is intense competition among teams within your company?					0	0	2	4	4	10	80%

The Role of HR In organizational Culture and knowledge Management.

Your team effectively use organizational resources & HR plays active role				2	1	1	3	3	10	60%
This team effectively identifies and acquires external resources to meet its goals & HR plays a key role by facilitating relevant partnerships				0	1	2	4	3	10	70%
Members of your team share external information with HR playing key role in creating learning database for sharing				1	1	1	4	3	10	70%
Your team predicts changes occuring in the sector				1	1	1	4	3	10	70%
Your team continuously tracks how your competitors improve their products, services and operations				0	0	1	7	2	10	90%
Your team intentionally creates space to reflect upon and measure external information & HR facilitates it				1	1	1	4	3	10	70%
Factor - Goal attainment to enable performance										
Your team hold its members accountable for achieving organizational goals & HR facilitates it				1	1	0	4	4	10	80%
This team has clear performance objectives & HR plays leadership role in training to reinforce understanding				0	1	1	4	4	10	80%
This team has defined a clear measurable mission & HR plays key role through onboarding				0	1	0	5	4	10	90%
Your team has defined goals for researching and developing new products and/services with HR playing key role				0	2	1	3	4	10	70%
Factor - Integration to enable performance										
The managers and leaders of the team have the skills required to guide organizational change				0	1	3	3	3	10	60%
People in your team are held responsible for the decision they make				1	2	0	4	3	10	70%
Your team implements changes to help the employees to be more effective in doing their jobs with active HR participation				1	1	1	3	4	10	70%
Your team has clear goals for individual and team development with HR leadership role				2	1	0	4	3	10	70%
Your team provides opportunities for employees to develop their knowledge, skills and capabilities with active HR role				1	2	0	3	4	10	70%
Your team's leaders support quick & accurate communication among employees with HR highly engaged to support flow of information				2	2	0	3	3	10	60%
There are systems inplace to share new operational processes and procedures within the team with HR actively to facilitate information				0	2	0	4	4	10	80%
Your team has established work groups, networks and other arrangements to help team adapt to change facilitated by HR learning resources				0	2	1	3	4	10	70%
Factor -Reinforcing for performance										
Your team uses stories and make references to its history to let employees know how they should perform their jobs?				0	2	2	3	3	10	60%
Your team publicly recognizes employees for exceptional performance(feature them in newsletters, plaques etc)				1	1	1	3	4	10	70%
Your team believes it needs to consistently improve customer service				0	1	1	4	4	10	80%
Your team has a strong culture of shared values that guide daily work activities				1	2	1	3	3	10	60%
Your team uses ideas and suggestions from its employees				1	1	2	3	3	10	60%
Your team members learn from each other through informal conversations				1	2	3	2	2	10	40%
It is easy for employees to access expertise in the team				1	1	2	3	3	10	60%
Organizational culture assessment										
Dominant Characteristics										
The organization is very personal place, like an extended family				2	2	1	2	3	10	50%

with lots of sharing among employees.							
The organization is very dynamic and entrepreneurial place, employees are willing to take risks	0	0	1	3	6	10	90%
The organization is results oriented, staff are competitive and achievement oriented	1	1	1	4	3	10	70%
The organization is very controlled and structured place, formal processes govern what employess do	1	2	2	3	2	10	50%
Organizational leadership							
Leadership in the organization is generally considered as nurturing and mentoring staff	2	0	2	2	4	10	60%
Leadership in the organization is generally considered as promoting risk taking and innovation	0	2	0	4	4	10	80%
Leadership in the organization is generally considered as tolerating no-nonesense results oriented focus	1	2	1	3	3	10	60%
Leadership in the organization is generally considered as promoting coordinating, organizing	1	1	2	3	3	10	60%

In terms of organizational culture, Company D has characteristics akin to the market culture. Cameron & Quin (1999). **Market culture** is goal oriented and emphasizes productivity and performance to achieve market superiority.(Cameron and Quinn 1999). Its main focus is the production of knowledge toward the survival of the organization. Leadership is generally considered as promoting risk taking and innovation. In terms of organizational culture assessment, the organization is very dynamic and entrepreneurial places, employees are willing to take risks and the organization is results oriented with a competitive and achievement oriented employee mindset. There is also a focus on operational excellence to meet the customer promise and expectations. What is striking is the low scores (40%) on the use of informal conversation to promote learning by staff to enhance work. It can be argued that this may be due to the focus on corporately defined quantitative and qualitative KPIs associated with market culture which provides clarity on what success looks like thereby obviating the need for informal conversations to validate learning. With respect to the role of HR in knowledge management namely acquisition of resources to enable adaptation, goal attainment, integration and reinforcing for performance, HR plays a very significant role by facilitating partnerships and also creates a learning database to manage knowledge and information gathered. HR also plays a strong role in facilitating communities of practice and their access to relevant resources within the organization. This is aligned with the flow of information role of HR. Brockbank & Ulrich (2005).

HR also plays a strong role through on boarding to facilitate information and knowledge to drive performance management. On boarding and induction is aligned with flow of people role of HR Brockbank& Ulrich (2005) and training to reinforce goal attainment and performance is aligned with flow of performance role of HR Brockbank& Ulrich (2005). HR also plays a key role in change management(70%) which is a constant feature of market driven culture that consistently review their business model to adapt to trends in the market. This role is aligned with flow of work role of HR where the organization makes choices around product, market or technology differentiation. Brockbank & Ulrich (2005).

CONCLUSION

This study concludes that HR plays a key role in facilitating knowledge management and this is contingent on the culture of the organization.HR function can play a key role to help an organization to reinforce an organizational culture that nurtures the value to access and process information, expertise and data into knowledge driven decision making that adds value to the organization for all primary and secondary organizational stakeholders. HR within the framework of flow of people, performance, information and work, Brockbank& Ulrich (2005) can add value by providing leadership to embed knowledge management across all layers of the organization. For the organization to nurture a culture of knowledge management, managers and staff need to have a shared value of the need for knowledge management that improves organizational effectiveness. The HR function can assist organizational members to recognize the positive impact of knowledge management when information and expertise is accessible, available and utilized to enable the realization of the strategic intent and aspirations of the organization. Articulation of this theory of

change of knowledge management can mitigate employee uncertainty about emerging knowledge management disruptions and help them see them as a driver and not a constraint to organizational effectiveness. A knowledge management strategic intent must be anchored on a solid organizational culture that focuses on improved organizational outcomes. HR can play a key role using flow of performance concepts, tools and methodologies to define, monitor and measure the outputs of all knowledge management initiatives anchored on a culture of accountability. HR can lead the facilitation of these outcomes since the function provides leadership for flow of performance which requires clear expectations of performance objectives, outputs, processes and outcomes. HR function can provide leadership to ensure increased organizational capability to monitor knowledge sources required to build key core competencies such as operational excellence, business process innovation, team work, and transformation that are functional prerequisites to remain competitive. The foundational principle is based on an enhanced capability by the HR function working with senior leaders and line management to create the right organizational culture to promote knowledge management. Where the organizational culture is supportive, HR plays a major role in facilitating knowledge management. Through employee engagement initiatives such as pulse surveys or knowledge management readiness surveys, employee perceptions and expressions as organizational members are able to reflect on their rational and behavioral commitment to the organization since it creates meaning and purpose for working in the organization by connecting people through knowledge management.A knowledge management culture should embed the value and importance of knowledge management to all organizational members. This is facilitated when the HR function leads new employee socialization processes, provides tools for knowledge management to be integrated and measured during performance management and guides the definition of a rewards strategy that recognizes and rewards knowledge management as a key individual and organizational competency. HR can provide leadership to ensure promising models of best practices and business processes and outcomes, are documented, packaged and utilized to support scale up and other related initiatives to replicate high impact business ideas, innovation and models which can inform transformation

initiatives and development of new business strategies.

Our study has confirmed that the Adhocracy culture, focuses on being on the leading edge of developing new knowledge, products and services. In terms of organizational leadership, its long-term emphasis is on the acquisition of new resources, particularly information, which is essential for it to continually adapt to complex and turbulent environmental conditions (Cameron and Quinn 1999). Leadership is generally considered as promoting risk taking and innovation. With respect to the role of HR in knowledge management namely acquisition of resources to enable adaptation, goal attainment, integration and reinforcing for performance, HR plays a significant role in this organization by facilitating partnerships and also creates a learning database to manage knowledge and information gathered. HR also plays a strong role in facilitating communities of practice and their access to relevant resources within the organization. This is aligned with the flow of information role of HR. Brockbank& Ulrich (2005). This is essential for the organization to continually adapt to complex and turbulent environmental conditions .Cameron and Quinn (1999). Leadership is generally considered as tolerating no-nonsense results oriented focus. The low scores on promoting coordinating and organizing (30%) suggests that while a hierarchical culture is associated with discipline in planning, organizing and controlling,(70% from our data),our research at the same time suggests that this may not always be the case.

This study also shows that where the culture of an organization is **hierarchy culture**type there is a role for HR in knowledge management namely acquisition of resources to enable adaptation, goal attainment, integration and reinforcing for performance. In specific terms, HR plays a moderately important role in this organization by facilitating partnerships and also creates a learning database to manage knowledge and information gathered. This is aligned with the flow of information role of HR.Brockbank& Ulrich (2005). HR also plays a strong role through on boarding to facilitate information and knowledge to drive performance management. On boarding is aligned with flow of people role of HR and training to reinforce goal attainment and performance is aligned with flow of performance role of HR (Brockbank& Ulrich (2005).

This research also confirms that where the culture is **market culture type** which focuses on goal oriented and emphasizes productivity and performance, the nature of the role of the HR function in knowledge management is to achieve market superiority.(Cameron and Quinn 1999). The focus of the HR function is the production of knowledge to ensure organizational competitiveness, sustainability and growth. HR becomes an enabler in knowledge management namely acquisition of resources to enable adaptation, goal attainment, integration and reinforcing for performance. HR plays a very significant role by facilitating partnerships and also creates a learning database to manage knowledge and information gathered. HR also plays a visibly active role in facilitating communities of practice and their access to relevant resources within the organization. This is aligned with the flow of information role of HR. Brockbank& Ulrich (2005). HR also plays a strong role through on boarding to facilitate information and knowledge to drive performance management. On boarding and induction is aligned with flow of people role of HRBrockbank& Ulrich (2005). HR also leads training to reinforce goal attainment and performance and this aligns with flow of performance role of HR Brockbank& Ulrich (2005). HR also plays a key role in change management(70%) which is a constant feature of market driven culture that consistently review their business model to adapt to trends in the market. This role is aligned with flow of work role of HR where the organization makes choices around product, market or technology differentiation. Brockbank& Ulrich (2005).

The research also indicates that where the culture of an organization is **clan culture** which emphasizes shared values and goals, the nature of the role of the HR function in knowledge management is to develop human resources to achieve cohesiveness and commitment. In specific terms, HR enables knowledge management namely acquisition of resources to enable adaptation, goal attainment, integration and reinforcing for performance. HR plays a very significant role by facilitating partnerships and also creates a learning database to manage knowledge and information gathered. HR also plays a strong role in facilitating communities of practice and their access to relevant resources within the organization this is related to the very high scores on the promotion of informal conversations as a means of reinforcing key messages to drive performance and values. This

is aligned with the flow of information role of HR. Brockbank& Ulrich (2005). HR also plays a strong role through on boarding to facilitate information and knowledge to drive performance management. On boarding and induction is aligned with flow of people role of HRBrockbank& Ulrich (2005) and training to reinforce goal attainment and performance is aligned with flow of performance role of HR Brockbank& Ulrich (2005).HR can provide leadership in driving knowledge management to reinforce organizational culture by clarifying a theory of change of knowledge management which is based on the idea that shared understanding, values and meaning are prerequisites for the organization to learn and survive. Our study concludes that HR plays a key role in facilitating knowledge management and this is contingent on the culture of the organization.

LIMITATIONS

This article is intentionally restricted to four case studies and we have nonetheless examined the relationship between organizational culture and knowledge management and the role of HR. We think a significant mitigation of the limitation indicated above is the availability of empirical research from the case studies we have examined from the international development sector in Ghana that enables the validation of the conclusions presented in this work. The case studies used in this paper is intended to address that gap and we expect further work will be done to reinforce or challenge the conclusions of this limited study.

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