The Influence of Organisational Culture and Knowledge-Sharing on Business Systems Success: A Case of Saudi Arabian Firms

A THESIS SUBMITTED IN FULFILMENT OF THE REQUIREMENTS FOR THE AWARD OF THE DEGREE OF

DOCTOR OF PHILOSOPHY

by

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May 2016
Certificate of Original Authorship

I certify that the work in this thesis has not previously been submitted for a degree nor has it been submitted as part of requirements for a degree except as fully acknowledged within the text.

I also certify that the thesis has been written by me. Any help that I have received in my research work and the preparation of the thesis itself has been acknowledged. In addition, I certify that all information sources and literature used are indicated in the thesis.

Signature of Student:

Date: 17/May/2016
Acknowledgement

First, my deep thanks to Almighty Allah for enabling me to complete this study. Second, I would like to express my sincere gratitude and appreciation to my father, may Allah rest his souls in peace, my mother, my sisters and my brothers for their support, and without them, and this work could not have been completed.

Many thanks also go to my supervisor Dr. Kyeong Kang for their expert guidance and for their encouragement, thoughtful comments, and support. Finally yet importantly, I especially wish to thank the Saudi Arabia Cultural Mission in Australia for their continuous support and assistance.

Finally, I would like to express my appreciation to all those who participated in the survey and interviews. I would also like to thank Belinda Glynn, who provided editorial services for this thesis including proofreading.
List of Publications

The following research articles were produced to publish some concepts and findings from the work undertaken by the author during the course of this PhD research study.

Referred Conference Papers


Referred Journal Publications


Abstract

The purpose of this study is to investigate the impact of organisational culture and knowledge-sharing on business systems success in Saudi Arabian firms. Understanding the factors that contribute to business systems success has been a challenging process for both public and private organisations in Saudi Arabia. Saudi Arabia has managed to attract a workforce from all over the world, and this has enabled it to merge varied cultures. Organisational culture is measured as a significant aspect supporting knowledge-sharing between employees. Based on the competing value framework (CVF) (Quinn and Spreitzer, 1991), this research shows how various dimensions of organisational culture influence knowledge-sharing and business systems success, particularly the organisational and individual impact.

In order to answer the research questions and test the hypotheses, this study applied a mixed-method research methodology that incorporated both quantitative and qualitative approaches. Phase 1 of the research study employs a quantitative method, with data collected from a survey of employees from Saudi Arabian firms. A qualitative research method (case study) is then carried out as the second phase of the research, which was used to support the validity of the quantitative results. 330 responses were used for quantitative data analysis, and 10 interviews were conducted with employees from two firms in Saudi Arabia for the quantitative data analysis. The results show a positive relationship exists between organisational culture (such as development, group, hierarchy and rational culture), knowledge-sharing and business system success in Saudi Arabian firms.

The findings show that organisational culture has a strong impact on business system
success through knowledge-sharing. On the basis of this study’s findings, it is argued that to achieve better business system outcomes (such as organisational and individual impact), it is important to influence organisational culture and knowledge-sharing. Moreover, the knowledge must be made available to all stakeholders involved in the ongoing use of business systems.

This study has made a noteworthy contribution to the body of knowledge in that it is the first to investigate the relationship between organisational culture, knowledge-sharing and business system success in the Saudi Arabian context. In terms of practical implications, managers in Saudi firms should not pay attention on only one cultural type but should focus on all four cultural types (development, group, hierarchy and rational culture) to form a well-balanced culture to achieve business systems success in terms of organisational and individual impact.
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