



Investigation of feasibility study for implementation of organizational knowledge management (Case study: Imam Khomeini Relief Committee- West Azarbaijan Province Office)

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ABSTRACT

Knowledge management is one of the main factors in organizations success. Implementation of knowledge management relates to successful coordination for several factors at organization. the purpose of this research is applied type and its method is survey type. Human resources management, organizational culture, Goals and strategies, information technology, organizational factors indices have been tested as knowledge management implementation dimensions .Statistical population includes 70 personnel of West Azarbaijan Province Imam Khomeini relief committee, 58 of them have been selected by using Cochran formula as sample size and their viewpoints have been gathered by using random sampling method as well as questionnaire distribution. SPSS software and one-simple t test have been used for data analyzing and hypotheses test as well as results of 5 hypotheses according to suitable conditions of human resources management, organizational culture, Goals and strategies , information technology ,organizational factors have been confirmed for implementation of knowledge management in the organization. By using of Friedman test, it has been identified that information technology infrastructure has eligible qualification toward another cases and other dimensions such as culture, human resources management, organizational factors, objective and strategies are in next priority.

Keywords: Organizational knowledge management, applied model, Relief Committee.

1. Introduction

Mission of Imam Khomeini relief committee as a non-governmental and public institution is presenting aid services include appanage disburse, dowry, building and structural services, treatment and culture services for vulnerable people such as family attendant women, supported orphans, disabled people, jailors family and family with bad attendant.

By passing 35 years after establishment of mentioned institution; has pursued scientific survey in order to use previous experiences for improving services in target society.

This research has been done in West Azarbaijan Province Imam Khomeini relief committee and we must have replied to this question; is knowledge management implementation possibility provided in West Azarbaijan Imam Khomeini relief committee?

There have been many researches for feasibility study about organizational knowledge implementation. By studying different resources, many factors have been identified to organizational knowledge implementation side of clear sighted in mentioned scope.

Efficient knowledge management need to combine factors such as technology, human resources, organizational culture as well as organizational structure.(Donoghue & Harris,1999)

organizational culture, organizational structure, communication and information technology , leadership , learning and training are main factors and infrastructures of knowledge management implementation.(Stankosky & Baldanza,2001)

high level management leadership, organization aid pressure and information systems infrastructure are main factors in knowledge management success.(Choi,2000)

According to mentioned cases of this research; we have used the model that presents human resources management, organizational culture, aims and strategies, information technology and organizational factors are needed factors to organizational knowledge implementation.(Karimi & Alvani,2015)

2. Literature Review

2-1- Knowledge management and its definitions

Many scientists have offered knowledge management definition which some of them are as follow:

knowledge is process of grouping skill in institution and creating the most level of revenue and value. Skill can be different in database, documents, and people brain.(Hilboard ,2008)

knowledge management is creating, presenting, distributing and applying of process.5 factors have been used to organizational survival, maintenance and creating capabilities.(Bhatt,2008)

Knowledge management includes creation, exploitation, transmission, and storage of correct information to design best policy , reform activities and present result to staffs of organization during action period.(Horwitch & Armacost,2002)

Knowledge management is an activity which helps to organizations in order to determine, select and distribute main skills and information that aren't available or organized. (Gupta & Iyer,200)

Knowledge management implementation helps to organization to solve problems through effective and efficient case and it act through strategic planning and operational decision (Horwitch & Armacost,2002).

Knowledge management includes set of surveys which are used to create and share knowledge in organization and optimize achievement to organization mission and objectives.(**Adinehgahramany & Hashempour,2011**)

2-2- Knowledge management dimensions:

2-2-1- Human resources management

Organizational and personal learning abilities are main factors for knowledge management implementation. Organizations must be improved by organizational and personal learning methods and possibility of this has been done by using suitable award system designation. Nowadays increasing organizational and personal learning abilities are one of main challenges in knowledge management. Groups and individuals training according to upgraded methods and methodology can improve knowledge management effectively and efficiently.(**Sanghani,2009**)

So the first hypothesis is: Human resources management situation is suitable for knowledge management confirmation in West Azarbaijan relief committee.

2-2-2- Organizational culture:

One of the necessary cases for knowledge management is creating organizational culture which leads to motivation and support avocation, sharing, coding, further usage of knowledge for people, groups and organizational categories.(**Forbes,1997**)

Culture indicates that how organization facilitates learning and innovation and is one of ways in knowledge-based structure and encourages staffs to use methods for customer value enhancement. In some organizations not sharing knowledge and main reason refer to awards , selections and advertisements which belong to people who have knowledge not for them who share it .In mentioned conditions ,staffs don't habituate to knowledge sharing and they don't understand why are learning while other people have value.(**Albino & Reinhard,2010**)

So the second hypothesis is: Organizational culture situation is suitable for knowledge management confirmation in West Azarbaijan relief committee.

2-2-3- Goals and Strategies;

Organizations need to combine knowledge management with formal strategies. If organization strategy coordinates with knowledge management strategy; the most profit will be gaining knowledge management implementation .(**Sanghani,2009**)

So the third hypothesis is : Organizational strategies and Goals situation is suitable for knowledge management confirmation in West Azarbaijan relief committee.

2-2-4- Information technology:

Information technology focuses on communication facilitating among people by organization such as systems which have been used for information storage, gathering or distribution .The main risk refers to over focusing or negligence of information technology.(**Jin & Zang,2007**)

Knowledge management creates solutions for sharing, document managing, activity survey.(**Rabie & Hosseini,2009**)

So the fourth hypothesis is : Information technology situation is suitable for knowledge management confirmation in West Azarbaijan relief committee.

2-2-5-Organizational factors:

Organizations must pay attention to formal and informal ways which allow them implement to knowledge management. If organization couldn't move toward one case in replying activity results by people viewpoints; knowledge management implementation wouldn't be available. One of the most affairs for knowledge management success is eradicating organizational system restrictions. Organizational system restriction causes to lack of efficiency and effectiveness .(Sanghani,2009)

So the fifth hypothesis is : Organizational factors situation is suitable for knowledge management confirmation in West Azarbaijan relief committee.

3. Methodology

This research method type is measurement and its aim is applied. Research statistical population includes 70 staffs of West Azarbaijan relief committee and Cochran formula has been used for selecting 58 of staffs as sample size as well as questionnaire has been distributed among them by using randomized sampling method. Statistical normality has been confirmed using KS measuring test. According to standardized questionnaire; reliability has been confirmed and Alpha Cronbach's coefficient was .093 for stability measuring. So questionnaire stability has been confirmed.

Reliability Coefficient

N of Cases = 58

N of Items =26

Alpha = .9346

Table 1: Normal test

Organizational factors	Technology	Goals & strategies	culture	Human resources	Normal test	
58	58	58	58	58	N	
2.3276	2.7966	2.3655	2.7448	2.4729	Mean	Normal Parameters(a,b)
.74811	.73841	.73331	.70267	.72112	Std. Deviation	
.128	.103	.122	.136	.114	Absolute	Most Extreme Differences
.073	.101	.122	.136	.097	Positive	
-.128	-.103	-.091	-.070	-.114	Negative	
.972	.788	.929	1.039	.867	Kolmogorov-Smirnov Z	
.301	.564	.354	.230	.440	Asymp. Sig. (2-tailed)	

a Test distribution is Normal.

b Calculated from data.

According to Friedman test; information technology infrastructure has good situation toward other dimensions and culture; human resources management; organizational factors; aims and strategy are in the next step, respectively.

Table 2: Ranking of organizational knowledge management dimensions

Mean	Dimensions
2.91	Human resources
3.53	Culture
2.41	Goals and Strategies
3.64	Technology
2.51	Organizational factors

4. Finding

4-1- Descriptive analysis of statistical data:

Respondents' identities have been analyzed according:

Table 3: Respondents' age frequency distribution

51-60	41-50	31-40	20-30	Age(year) year(
5	33	13	7	frequency
8.6	56.9	22.4	12.1	percentage

Table 4: Respondents' education frequency distribution

M-A	B-A	Higher diploma	diploma	education
22	23	9	4	frequency
37.9	39.7	15.5	6.9	percentage

Table 5: Respondents' Duty history frequency distribution

Higher than 21	16-20	11-15	6-10	Lower than 5	Duty history(year)
23	15	11	2	7	frequency
39.7	25.9	19.0	3.4	12.1	percentage

Table 6: Respondents' Organizational charge frequency distribution

operator	expert	Responsible expert	boss	manager	assistant	Organizational charge
4	28	4	16	5	1	frequency
6.9	48.3	6.9	27.6	8.6	1.7	percentage

Table 7: Respondents' gender frequency distribution

female	male	gender
7	51	frequency
12.1	87.9	percentage

4-2- Inferential analysis of statistical data:

Hypotheses have been determined for all indices:

Existence of suitable situation in X index for knowledge management confirmation in the organization: $H_1: m > 2$

M is reply average which has been measured by Likert spectrum.

Numerical scores for quality responses are:

High=5 rarely high=4 Mean=3 rarely low=2 low=1

In order to data analysis; we have used one-sample T test.

First hypothesis test:

Human resources management situation is suitable for knowledge management confirmation in West Azarbaijan relief committee.

Table 8: Investigating test scores for human resources management index

Std. Deviation	Mean	Maximum	Minimum	N	human resources management
1.07676	2.7759	5.00	1.00	58	S1
.87739	2.6034	4.00	1.00	58	S2
1.17341	2.5172	5.00	1.00	58	S3
1.18725	2.5517	5.00	1.00	58	S4
.91171	2.1034	4.00	1.00	58	S5
1.10106	2.3448	5.00	1.00	58	S6
1.04352	2.4138	5.00	1.00	58	S7
				58	Valid N (leastwise)

According to the table , mean value for all research questions are higher than 2 and the highest mean refers to first question with 2.77 value and the lowest mean refers to fifth question with 2.10 value.

Table 9: Human resources management index situation"

Std. Error Mean	Std. Deviation	Mean	N	
.09469	.72112	2.4729	58	human resources management

Table 10: Research first hypothesis test (m>2)

Test Value = 0						human resources management
95% Confidence Interval of the Difference		Mean Difference	Sig. (2-tailed)	df	t	
Upper	Lower					
2.6625	2.2833	2.4729	.000	57	26.116	

Significance level is 0.000 which is lower than 0.05 and it is concluded that human resources management situation is suitable for knowledge management confirmation & implementation.

Second hypothesis test:

Organizational culture situation is suitable for knowledge management confirmation in West Azarbaijan relief committee.

Table11: Investigating test scores for organizational culture index

Std. Deviation	Mean	Maximum	Minimum	N	organizational culture
.86191	2.4482	4.00	1.00	58	S8
1.00091	2.6552	5.00	1.00	58	S9
.99424	2.4483	5.00	1.00	58	S10
.94942	2.8966	5.00	1.00	58	S11
.87445	3.2759	5.00	1.00	58	S12
				58	Valid N (leastwise)

According to the table mean value for all research questions are higher than 2 and the highest mean refers to 12 question with 3.27 value and the lowest mean refers to 8 question with 2.44 value.

Table 12: organizational culture index situation

Std. Error Mean	Std. Deviation	Mean	N	
.09227	.70267	2.7448	58	organizational culture

Table 13: Research second hypothesis test (m>2)

Test Value = 0						
95% Confidence Interval of the Difference		Mean Difference	Sig. (2-tailed)	df	t	
Upper	Lower					
2.9296	2.5601	2.7448	.000	57	29.749	organizational culture

Significance level is 0.000 which is lower than 0.05 and it is concluded H1 hypothesis; organizational culture management is suitable for knowledge management confirmation & implementation.

Third hypothesis test:

Organizational Goals and strategies situation are suitable for knowledge management confirmation in West Azarbaijan relief committee.

Table 14: Investigating test scores for organizational Goals and strategies indices

Std. Deviation	Mean	Maximum	Minimum	N	organizational Goals and strategies
.94126	2.5000	4.00	1.00	58	S13
.94110	2.4828	4.00	1.00	58	S14
.93739	2.2241	5.00	1.00	58	S15
.90237	2.3103	4.00	1.00	58	S16
.84203	2.3103	4.00	1.00	58	S17
				58	Valid N (leastwise)

According to the table mean value for all research questions are higher than 2 and the highest mean refers to 13 question with 2.50 value and the lowest mean refers to 15 question with 2.22 value.

Table 15: Goals and Strategies indices situation

Std. Error Mean	Std. Deviation	Mean	N	
.09629	.73331	2.3655	58	Goals and strategies

Table 16: Research third hypothesis test(m>2)

Test Value = 0						
95% Confidence Interval of the Difference		Mean Difference	Sig. (2-tailed)	df	t	
Upper	Lower					
2.5583	2.1727	2.3655	.000	57	24.567	Goals and strategies

Significance level is 0.000 which is lower than 0.05 and it is concluded that H1 hypothesis; organizational Goals and strategies are suitable for knowledge management confirmation & implementation.

Fourth hypothesis test:

Information technology situation is suitable for knowledge management confirmation in West Azarbaijan relief committee.

Table 17: Investigating test scores for information technology index

Std. Deviation	Mean	Maximum	Minimum	N	information technology
.99180	2.5862	4.00	1.00	58	S18
1.12511	2.8793	5.00	1.00	58	S19
.84203	2.6897	4.00	1.00	58	S20
.99909	3.1379	5.00	1.00	58	S21
1.17289	2.6897	5.00	1.00	58	S22
				58	Valid N (leastwise)

According to the table mean value for all research questions are higher than 2 and the highest value refers to 21 questions with 3.13 and the lowest mean refers to 18 question with 2.58 value.

Table 18: Information technology index situation

Std. Error Mean	Std. Deviation	Mean	N	
.09696	.73841	2.7966	58	information technology

Table 19: Research fourth hypothesis test(m>2)

Test Value = 0						
95% Confidence Interval of the Difference		Mean Difference	Sig. (2-tailed)	df	t	
Upper	Lower					
2.9907	2.6024	2.7966	.000	57	28.843	information technology

Significance level is 0.000 which is lower than 0.05 and it is concluded H1 hypothesis; information technology is suitable for knowledge management confirmation & implementation.

Fifth hypothesis test:

Organizational factors situation is suitable for knowledge management confirmation in West Azarbaijan relief committee.

Table 20: Investigation test scores for organizational factors index

Std. Deviation	Mean	Maximum	Minimum	N	organizational factors
.90304	2.4828	4.00	1.00	58	S23
.83771	2.0000	4.00	1.00	58	S24
.95133	2.2759	4.00	1.00	58	S25
.93981	2.5517	4.00	1.00	58	S26
				58	Valid N (leastwise)

According to the table mean value of all research questions are higher than 2 and the highest mean refers to 26 question with 2.55 value and the lowest mean refers to 24 questions with 2.00 value.

Table 21: Organizational factors index situation

Std. Error Mean	Std. Deviation	Mean	N	
.09823	.74811	2.3276	58	organizational factors

Table 22: Research fifth hypothesis test(m>2)

Test Value = 0						
95% Confidence Interval of the Difference		Mean Difference	Sig. (2-tailed)	df	t	
Upper	Lower					
2.5243	2.1309	2.3276	.000	57	23.695	organizational factors

Significance level is 0.000 which is lower than 0.05 and it is concluded H1 hypothesis; organizational factors are suitable for knowledge management confirmation & implementation.

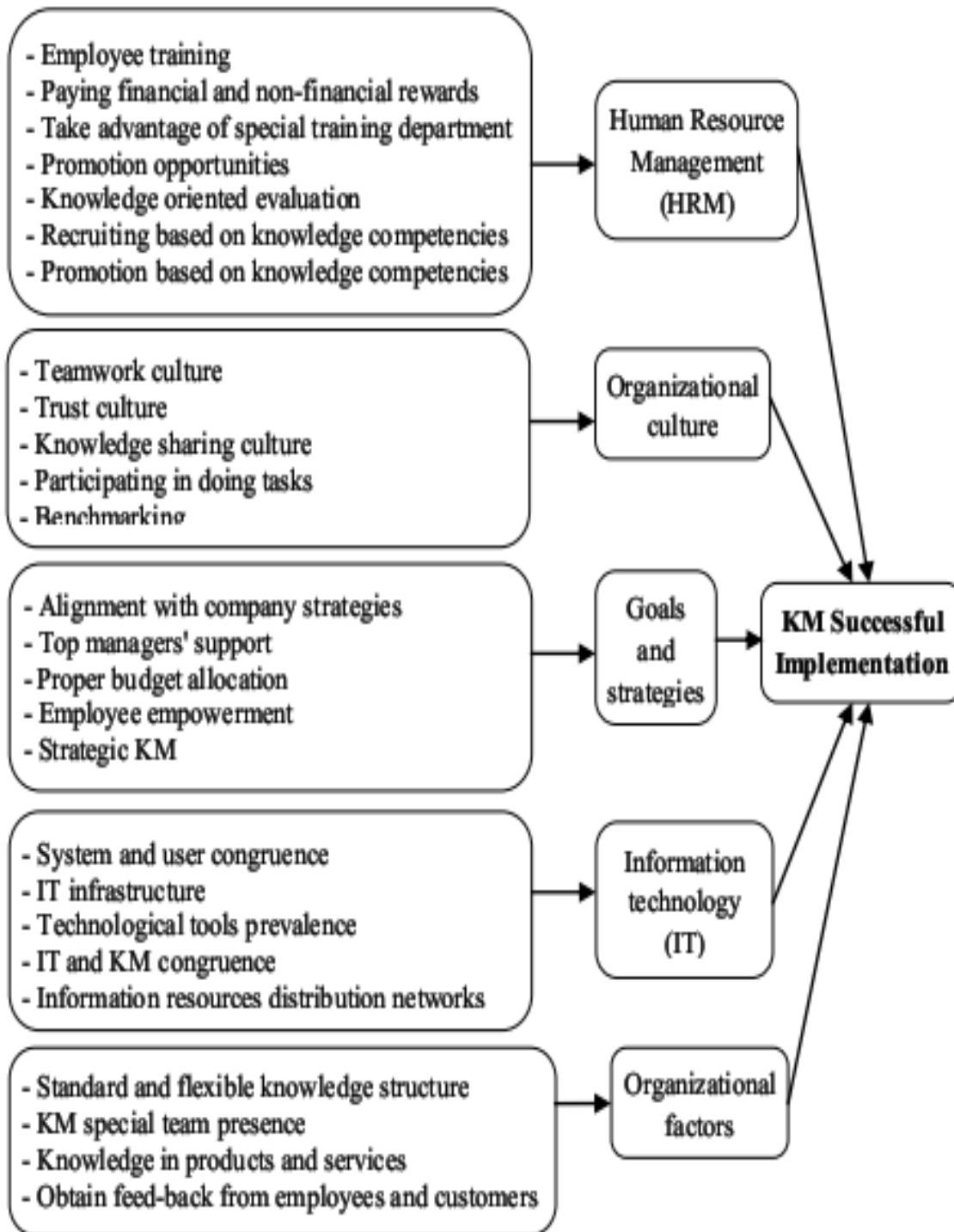


Figure1: final model

this model shows relations between main dimensions and their parameters. In suggested model; there are 5 main dimensions for knowledge resources; human resources management; Goals and strategies; information technology; organizational culture and organizational factors.

Main factors must be considered in human resources dimension: Attention to human resources training; financial and non-financial reward; specialty training period; providing improvement opportunities; knowledge-based evaluation; employment based on culture; participation culture in responsibilities accomplishment; cultural criterion. Main factors in Goals and strategies dimension are: Organizational strategy and knowledge integration; supported by top management; suitable budget abbreviation; staffs potency; suitable strategies for knowledge management.

We need to below factors in information technology: Coordination between staffs and current system; information technology infrastructure; coordination between information technology and knowledge management; network distribution of information technology sources; coordination between information technology and knowledge management.

in organizational culture we need Grouping activity culture; confidence culture; knowledge sharing culture; participation culture in responsibilities accomplishment; cultural criterion.

At last in organizational factors we must pay attention to: Standard structure and flexible knowledge; Knowledge spatiality team; service presenting based on knowledge; staffs and client feedback system.

according to presented model; relationship and coordination between 5 main dimensions and 26 parameters ; can provide knowledge management implementation in West Azarbaijan Imam relief committee.

5. Discussion & Conclusion

Mentioned results have confirmed that human resources management; organizational culture; Goals and strategies; information technology and organizational factors are suitable for knowledge management implementation in the organization. Also it is clear that information technology has eligible situation toward another cases and culture; human resources factors; Goals and strategies are in next step. Based on the results, it is suggested:

1–In information technology dimension; preparing light fiber infrastructure intranet and internal network in West Azarbaijan relief committee with extensive programs installation and servers providing in center ;it is necessary to update and improve soft wares systems.

2–In culture dimension; staffs' attention to common organizational culture is strength point which can be used for knowledge management implementation. So forereaching experienced staffs retirement; providing conditions for new staffs beside them ;transfer experiences and documentation before retiring cause to confidence fortification in order to grouping activity culture and knowledge sharing between staffs have been recommended.

3–In human resources management; it is necessary to providing strong incentives for knowledge sharing between staffs. So it is recommended that suitable planning must be done for specialty & general training courses by software and be considered in staffs' ability improvement with knowledge management viewpoint.

4–In organizational factors dimension; it is necessary structure agile with omitting excessive bureaucratic; using knowledge in providing services for target society and improve feedback & satisfaction.

5–In Goals and strategies dimension: it is necessary to attend knowledge management; strategic planning; supreme managers supporting and enough budget during long-time. Also knowledge management implementation planning must be done in long-time ;middle-time and short-time periods and results ;added value have been obtained and they cause to creating incentive for subsequent stages.%

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