

**THE INFLUENCE OF KEY FACTORS OF KNOWLEDGE
MANAGEMENT ON IMPROVEMENT OF ITS
ADMINISTRATIVE PROCESSES (A CASE STUDY OF THE
REGIONAL ELECTRIC COMPANY OF KHORASAN)**

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Abstract

The basic characteristic of Electronic Organizations in 21th century emphasizes on knowledge and information. The knowledge management is looking for the knowledge and experience of the staff and also, accomplishment, retrieval maintenance of knowledge as the property of the organization. In this research the emphasis is on the influence of key factors of Knowledge Management on improvement of its administrative steps in the regional electric company of Khorasan. The scope of the research is the staff of regional electric company of Khorasan. The research tries to prove the main Hypothesis of the research which is the influence of key factors of Knowledge Management on improvement of its administrative steps. The independent variables of the research are based on the key factors of the knowledge management which were introduced by Marina DU PLESSIS which are supporting senior management, the cultural preparation of organization, explanation of appropriate strategy, use of new technology and management of organization presses. According to the Nonaka Vatakochi, the variables of the

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research are the knowledge recognition and obtain, sharing of the knowledge, knowledge documentation, and knowledge renovation.

The analysis of the data showed that the influence of the key factors of knowledge management has important role on the effectiveness and improvement of the implementation knowledge management in the regional electric company of Khorasan. So the analysis of status of the key factors of knowledge management is important because of necessary characteristics for knowledge management implementation which can make strong foundation for the next actions.

Key words: knowledge management, information technology, knowledge process, organizational culture



Introduction

Knowledge in today's organizations is considered as one of the key factors for the success of the organizations. Because of this the knowledge management in the organizations has special importance. In this regard the arguments linked to knowledge management and its appropriate applying in organizations has created many questions in the mind of the scholars in this connection. As one of the important factors of knowledge management's success is being an appropriate organizational structure, and compatible with the knowledge management. The organizational structure topic compatible with the knowledge management which can cover simultaneously the business strategies and knowledge management has got doubled Importance.

The organizations management rely on superior knowledge should find the possibility of getting rational decisions for the important subjects and for improvement of the knowledge based functions. The knowledge management is more important than knowledge itself, which the organizations are looking for it to explain and clarify the convert of personal and organizational information and knowledge to personal and group knowledge and skills.

(Glosser, 2003).the lack of correct evaluation mechanism and knowledge management Implementing, has made the investment in knowledge development to an additional cost in the mind of the managers. Hence the organizations should create an environment for the sharing and transferring of knowledge between their members, and should train the staff to make their interaction conceptual and try to context creation and recognition of the background factors for establishing knowledge management in organization.(BAAGEN.2004)

Both Scientific and business communities believe that the knowledge organizations can maintain Long-term advantages in the competitive fields. The recourses of review and check and organization's competitive landscapes show the influence of this point of views in the Strategic areas of business organizations (Nelson, Vinter.1992). According to some comments, (Stoart. Ving. 2001) the knowledge management, as a methodology is a large collection of knowledge for the production and maintenance and operation of all facilities which any organization benefits in its daily activates. Other view describes the knowledge management as a set of processes, which support the production, distribution, and exploitation of knowledge between electronic and technical factors as Information technology and decision support systems. (libotis.velkakes.1997)

The knowledge management is one of the new management doctrine and nowadays is the basic requirements of any organization, and can affect the ability of employees, such as creation this culture in the mind of the employees that they should try to get the successes of organization by access of new knowledge and new methods for promotion of Initiative and innovation. (dovneport. Prosak.1997)

Knowledge sharing is the key factor of Efficient and effective knowledge management programs.(rich.2005). Targeted knowledge sharing in organizations leads to faster individual and organizational learning develops the creativity and finally improves the function of individual and organization. Accordingly, the organizations reinforce the knowledge sharing and encourage the employees to knowledge sharing.(king.2001)

Successful implementation of knowledge management requires Holistic approach to the different organizational factors. The main challenge of the organizations is the understanding of knowledge management and how to implement it. Nowadays the greatest dream of organization is to define an appropriate knowledge management system and manage it in effective method. But how it will be successful is possible by the identity of the key factors.

Identification of knowledge management successful Factors in addition to recognize its strategies and their usage in the knowledge management process helps to its Effective implementation. Various and effective researches done in the field of Recognition the successful factors of knowledge management, and different indexes were presented. Underlying factors has key role in success establishment of the knowledge management in organizations. With the realization of the research goal can determine how is the Current condition of the organization based on the proposed factors and indexes.

What are the Strengths and Weaknesses of organizations in ratio to the ideal and favorable factors and indexes? Also the indexes which need improvement are identified, and suggestions about the suitable priorities of indexes and factors for improvement of the states of factors and indexes be offered. It also survey the capability of the organization in effective use of knowledge management, and helps the organization to prepare itself for successful implementation of knowledge management based on the results, and performs the investment and planning for significant and important activities with more knowledge.

Power industry as an essential infrastructure of the country must be managed by the new management methods. Knowledge is the basis of the plans of chancellors of Human Resources of main specialized Tavanir company in the forth development plan. According to the goals of the power industry and for its realization there is a need to a broad and deep change on various aspects of human resources. The proposed human source index in the goal of the power industry shows that the knowledge of the organization and staffs is considered as the main focus of the Organizational performance and for this aim, the power industry is a specialized agency in the field of power knowledge in the society. Now nearly about 50000 cities and villages in country benefit of the services of this industry. Maintaining of such a wide range and optimal performance of the electricity industry needs to a special attention to the knowledge.

Survey of Literature

Rahnavard(2009) in an article entitled “ *the key success factors of the knowledge management in Iran’s national gas company*” checked this factor and concluded that knowledge sharing can impact the knowledge management . Mahmoodi(2012)in his master thesis ,entitled “ the influence of the knowledge management on activities of the faculty members of Payamnoor”, using the Questionnaire and correlation test concluded : there is a statistically significant relationship between implementation of knowledge management and improvement of faculty members of Payamnoor.

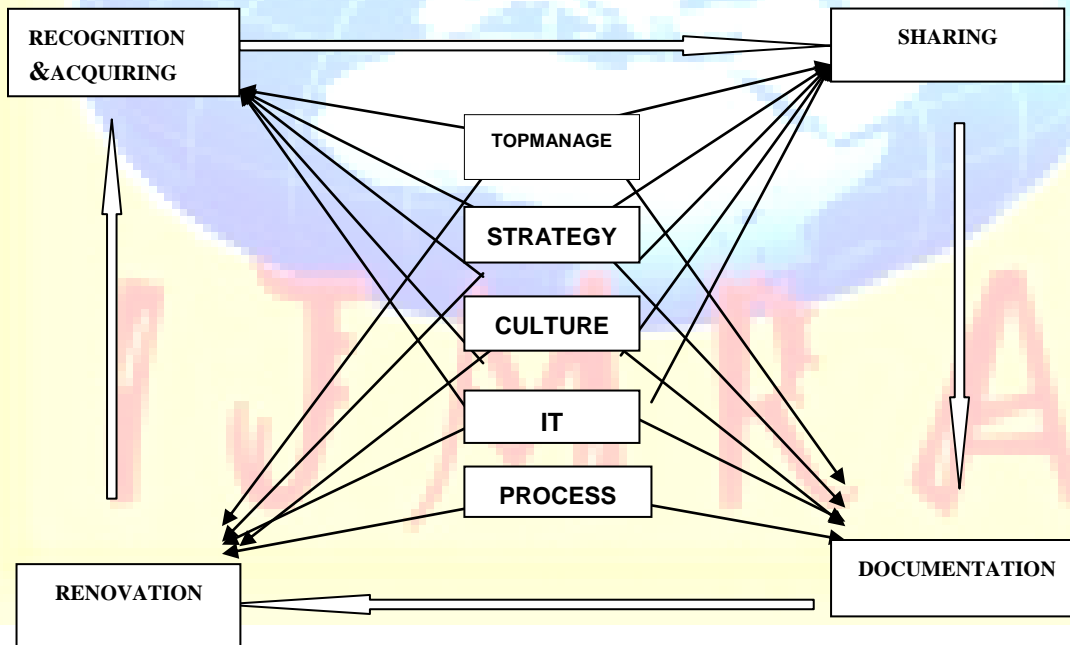
Kim (2012) in his PhD thesis titled “Evaluation of Students Performance after learning the basics of knowledge management” concluded that the students who benefited of the knowledge management and its principles have higher motivation to study. Kazemi (2011)In his PhD thesis titled “ study of the effect of knowledge management process to create innovative ideas in the regional power company of Mazandaran” concluded that the process factors of knowledge management have impact on creation of innovative ideas .Geri (2012) in his PhD thesis studied the role of the knowledge management in promoting of intellectual investment in universities, and by collected data concluded that the knowledge management impacts the promoted intellectual investment. Shadmehr (2011) in his PhD thesis titled

“Feasibility, implementation and strategic Planning of knowledge management in country’s inspection organization”, by questionnaire data concluded that the whole country organization is

not in good position in none of the quintet scopes of culture, Information technology, internal process, Human Resources, guide-ship. And it is necessary to provide the implementation of knowledge management. Nazari(1990)in his master thesis titled “Application of knowledge management components in Implement system of personnel evaluation of national gas company” after the use of control and test group and use of Husan evaluation test (1990) concluded that the group who was studied and implement the components of the knowledge management , got higher evaluation score.

The research Theoretical framework

a considerable model in order to better and conceptual research investigated in different resources but it is not found. So according to the Nonaka and Takochi models and the discussed key factors, the theoretical model, was considered as fallow.



Research objectives

The main objective of this research is the surveying of knowledge management key factors effect on improvement of its implementation procedure.

The applicable aim of the research is to find results about influence of the knowledge management key factors on implementation procedure in regional power company of Khorasan, and its presentation to the managers and decision makers. If we pay attention to the power industry desire, this desire in human source dimension contains the supplying of reliable power, stable and economic electricity. For fulfillment of electricity industry desires, we need to a wide and deep evaluation in the different aspects of the human resources. According to the human resources considered indexes in the desires of the electricity industry such as educational and ability indexes can be found that the knowledge of organization and its staff can be considered as the main focus of the organizational performance. Subsidiary companies of energy department, by the utilization of the knowledge, specialization and experiences of the experts in different fields such as electricity, mechanic, chemistry, materials, industries, management, computer, and etc are doing different and several projects with different subjects in related to the country's electricity industry. In such organizations (specially because of various activities), the large amount of knowledge is produced by the implementation of different projects and a part of this knowledge is recorded in documents, reports, software, orders, and etc, and a part of it is intangible and in the frame of experiences, skills, views, is not clear in the mind of the people and there is a small chance to transfer and reuse them.

Hypothesis

The main hypothesis:

The key factors of knowledge management have significant relation with improvement of its implement stages.

Minor hypothesis

1. There is a significant relation between the key factors of the knowledge management and recognition and acquiring of knowledge.
2. There is a significant relation between the key factors of knowledge management with sharing of knowledge.
3. There is a significant relation between the key factors of knowledge management with documentation.

4. There is a significant relation between the key factors of knowledge management with knowledge renovation.

Methodology

This research is based on the key factors of knowledge management which is proposed by Marina Doplesisi (2007), that are as follows : to support the senior management , cultural preparation of organization, explanation of appropriate strategies, use of new technologies , organizational process management and has been chosen because of : 1. Renown theorist 2. New and updated theory 3. Number of factors due to limitation of researcher. 4. ability performance in the local electricity company of Khorasan. The dependent variables of the research based on implementation stages which proposed by (Nonaka. Takochi.1995) are as follows: 1. Recognition and obtaining of knowledge 2. Knowledge sharing 3. Documentation 4. Th Knowledge renovation. These models have been chosen because of

- a. popularity of the model and theory
- b. possibility of easy implementation in regional electricity company of Khorasan.

It should be noted that the dependent and independent variables after Preparation of comparative models, based on Theories of knowledge management thinkers, are shown in tow tables of knowledge management and the table of key factors in implementation of knowledge management according to the conditions of the organization which were studied.

model	Managin g of processe s and activities	Measure ment of Performa nces	Knowled ge manage ment strategies	Use of new technolo gies	Organizati onal culture	Suppo rt of senior mana ger	Key factors of knowledge management RESERCHERS
	*		*	*	*	*	Sky reme and amidon(1997)
	*	*					Holsen opel and joshi (2000)
	*	*	*	*	*	*	Davenport(1998)

			*		*	*	Libovitz (1999)
		*			*	*	Hasanali (2002)
		*	*	*	*	*	The us quality and productivity centre
						*	Ribier and sitar (2003)
				*	*	*	Akhavan and associates (2006)
				*	*	*	Albosaeedi alfaman (2005)
*		*		*	*	*	Chang(2006)
	*			*	*	*	Akhavan and jafari (2006)
	*		*	*	*	*	DU PLESSIS(2007)
	*	*		*	*	*	Wang and Aspinval (2005)
*		*		*	*		Hang and associates (2005)

Table 1. Comparison of the main successful factors of knowledge management in different researchers and writer's point of view

Knowledge evaluation	Knowledge maintenance	Knowledge renovation	Knowledge documentation	Knowledge sharing and usage	Knowledge recognition and aquaring	Management stages Knowledge management models
		*			*	Marc&Mece Itoje
	*	*	*	*	*	Hicks

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	*	*	*	*	*	Beek man
	*	*	*	*	*	Nonaka&Takeuchi
*	*		*	*	*	Bukowitz&Willams
	*	*	*	*	*	Peter goshtak
	*	*	*	*	*	7c

Table 2 comparison of knowledge management models

The scope of the research includes managers, assistants, CEO consultants, affair managers, department heads, experts, and staff's of the local electricity company of Khorasan. Total scope is 230 persons of the company's personnel.

The statistical sample has been chosen according to the estimation of sample which has been obtained from the scope. They are 137 men of the educated personnel.

Measurement of latent Variables is a Common phenomenon which considered in most of the behavioral science Areas. Nowadays the use of latent variables is inevitable in the management and non-management research situation. This matter intensified with multiple indexes entrance. In structural equation model for determining of validity has been used the Confirmatory Factor Analysis and also extracted Average variance and used in order the construct validity , recognition validity and discrimination validity. in this research also these two has been used to determine the validity of measurement tools.

Reliability is the scale of accuracy of measures. The traditional method which used for improvement and measurement of measures is estimation of validity with the use of Crombach's alpha. this method is useful only in the initial stages of the research Where there is no theoretical models and the main objective is only the exploration . Validity means the ratio of true variance to observed variance in a same measure. In Structural equation model the composed stability method has been used and in this research also the same method has been used.

Research outcomes

Consideration of normality condition of mono-variable

After clarification of descriptive statistics of measurable variables of the model in this stage of research it is needed to clear the normality of the variables distribution condition. To illustrate the studied variables which have the normal condition of distribution, the Skewness and kurtosis test was used and the results show the normality of the distribution

Sig	Skewness and kurtosis	Latent variable models
0/095	1/145	knowledge Documentation
0/086	1/248	knowledge Sharing
0/128	0/642	Knowledge renovation
0/104	1/035	Knowledge Recognition and acquiring
0/145	1/319	Support senior manager
0/091	1/221	Strategy
0/083	1/343	Cultural preparation
0/061	1/492	Technological information
0/058	1/615	Process management

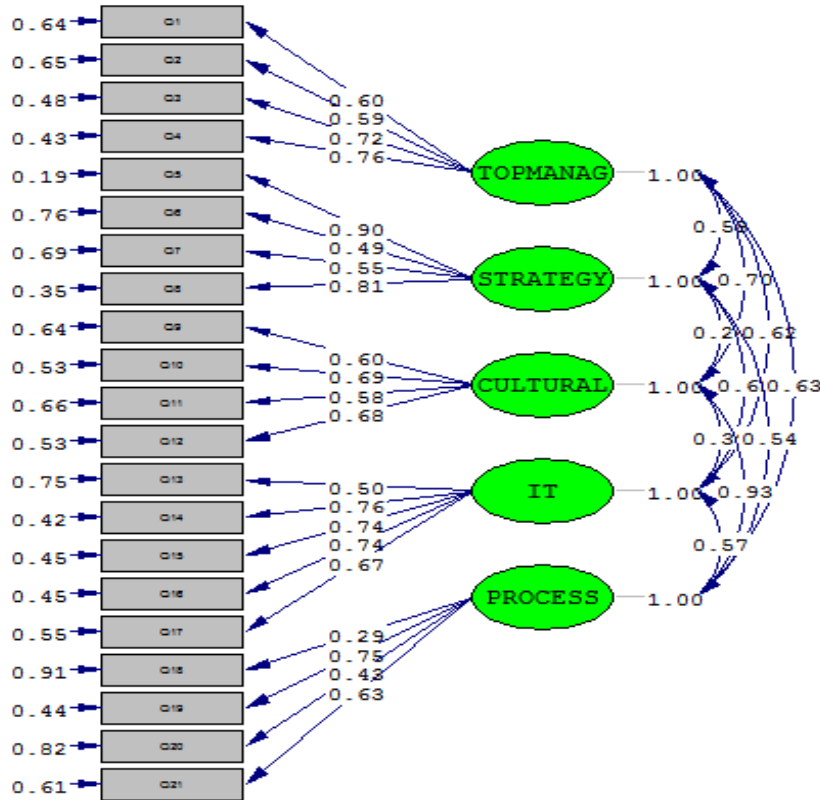
Table 3. the consideration tests of normality of distribution of research variables by Kooran test As all meaningful levels are higher than 0/05, the null assume as a normal distribution is acceptable. So the normal condition of the variables is reliable to estimate the unknown parameters.

Measurement model or confirmatory factor analysis

In Structural Equations model methodology; first it is necessary to study the construct validity to determine the selected markers for the measurement of desired construct which have accuracy. For this purpose the confirmatory factor analysis has been used. The load factors of each indicator with its construct have T value above 1/96. In this case this indicator has enough accuracy for its construct measurement or latent trait. Therefore, the measurement models or confirmatory factor analysis were used to the constructs of successful key factors of knowledge management correspondence with indicators or their measures.

Measurement model or confirmatory factor analysis in the level of key factors of the knowledge management success

The key factors of knowledge management success composed of five variables. This model was traced in Implementation Software and its markers relations. The initial performed model in Lisrel software not fitted with appropriate indicators and for this purpose the initial model should be entered to the correction phase. mainly in the model's correction stage reserving of the less important markers or establishing relationships in model helps its implementation and fitting. According to the results of the initial model, the markers which are besides together confirmed their constructs according to the researcher's structure and because this model has been implemented correctly with the use of conformity factor analysis method, so there is no significant interference. As it is proposed in structural equations model methodology, the researcher should use the meaningful values of the difference between X^2 statistics to model correction and progressing of the stages. In this regard, the D^2 test has been used which verdict by the reduce of the value of X and its meaningful difference. Based on the tables 4-6 it is observed that the initial model after seven stages in the frame of 8th model has been reached to the apt underpinning factor to use in the structural model. So doing of the correction process by release of the covariance value between the markers that has been done for obtaining to the best covariance matrix has been stopped in the ninth model.



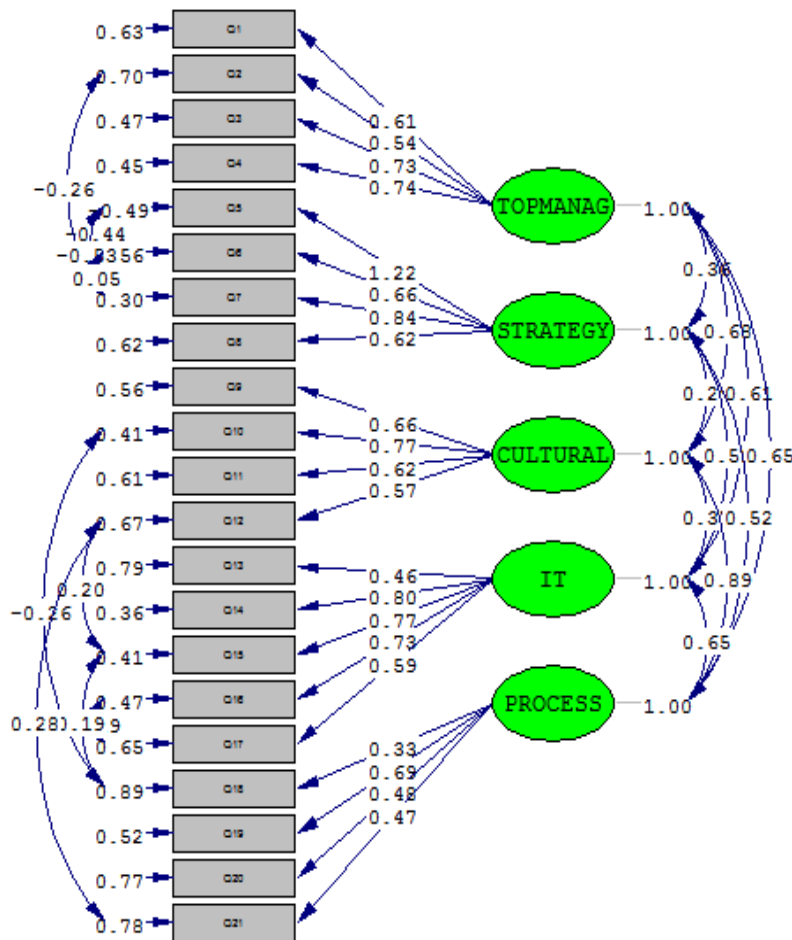
Chi-Square=589.56, df=179, P-value=0.00000, RMSEA=0.139

Form 1. The measurement of the key factors of the initial knowledge management

Reduce meaningfull X	Amount of RMSEA	df	$X^2 \Delta$	X^2	The fitted model
	0/0139	179		589/56	First model
0/001	0/0102	176	Above 2/75	528/95	Second model
0/001	0/098	175	Above 2/75	489/30	Third model
0/001	0/092	174	Above 2/75	459/74	Forth model
0/001	0/089	173	Above 2/75	430/95	Fifth model
0/001	0/086	172	Above 2/75	398/09	Sixth model
0/001	0/083	171	Above 2/75	375/25	Seventh model
0/001	0/081	170	Above 2/75	351/37	Eights model
0/062	0/081	169	Under 2/75	349/82	Nines' model

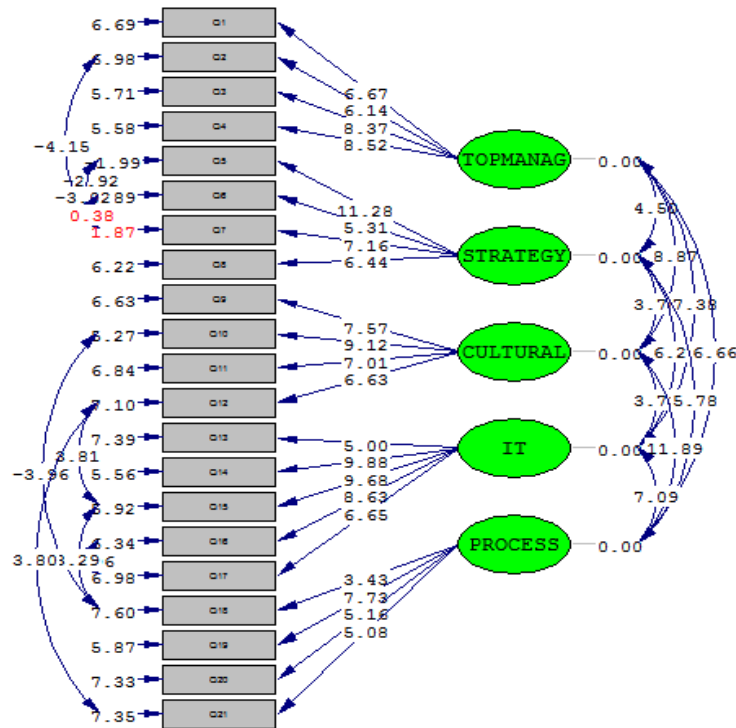
Table- 4.X value differences in determination of effectiveness of initial model correction of measurement of knowledge management successful key factors.

According to the findings of this model, it is possible to decide about the researcher’s appropriate chosen questions for assessing of construct and probably to leaving aside the meaningless questions of any construct with more accuracy to initial model. Values of the square root of the E line estimate variance RMSEA Approximation, also in seventh step has been reached to an acceptable value. Therefore, the estimated parameters in 8th model can be reliable in statistical terms and it can be used to the indicators adjustment with the studied construct.



Chi-Square=351.37, df=170, P-value=0.00000, RMSEA=0.081

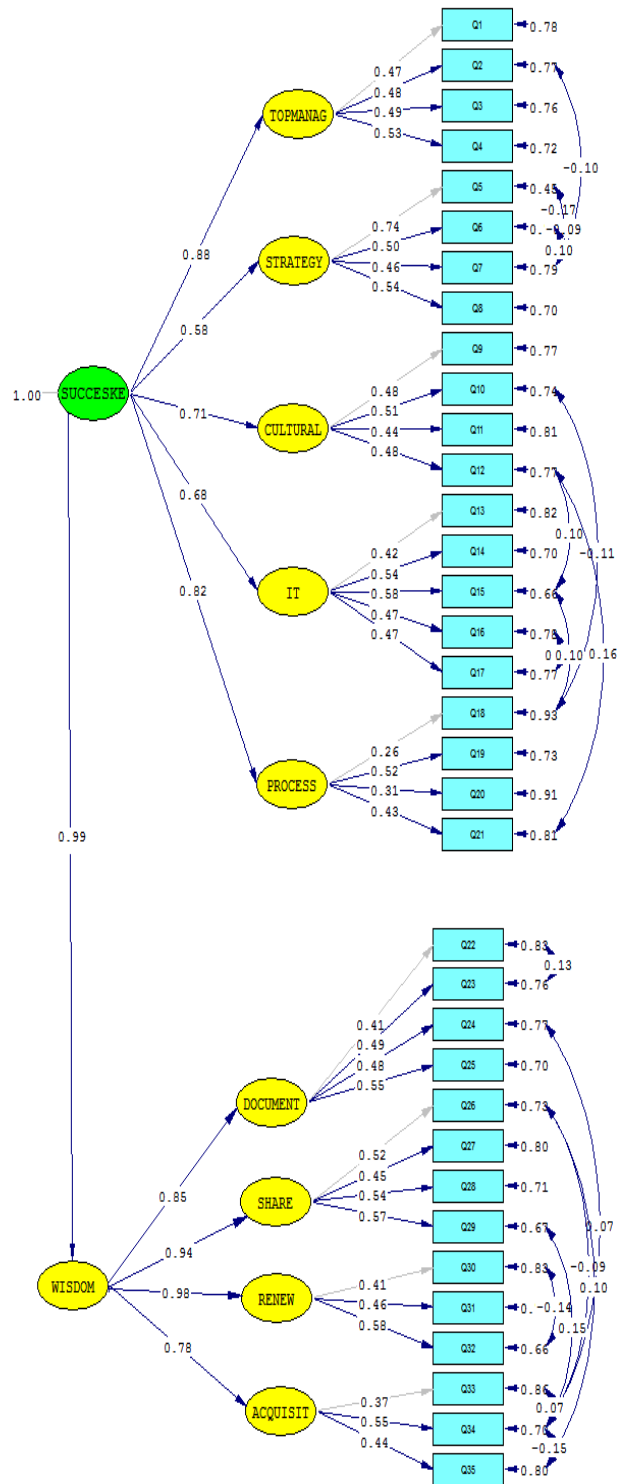
Form 2. The measurement of the key factors of the Saturated knowledge management



Chi-Square=351.37, df=170, P-value=0.00000, RMSEA=0.081

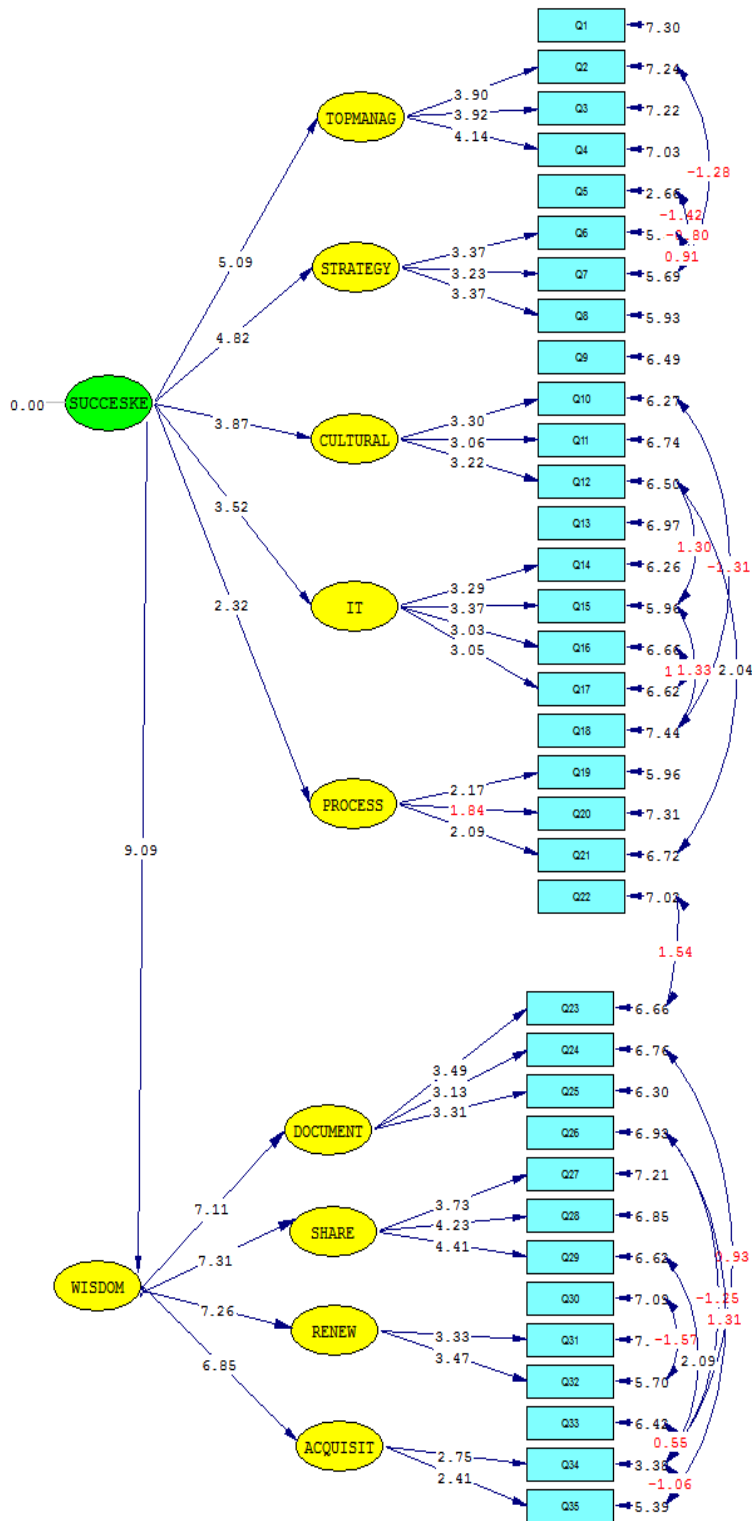
Form 3 SHOWS T VALUES FOR SIGNIFICANT PARAMETERS OF THE MODEL TO INVESTIGATE THE CRITICAL SUCCESS FACTORS OF KNOWLEDGE MANAGEMENT

The calculated values for any of the load factors of the any remained marker with construct or its hidden variable are above 1/96. Therefore we can show the alignment of the questionnaire's questions for the measurements of the concepts in this reliable stage. In fact the results of the above table show what the researcher wanted to estimate was resulted by these tools and the relations between constructs or hidden variables are attributable. To show how much the obtained values have correspondence with the facts of the model, the fitted indexes should be studied. Also with attention to the loaded factors in any dimension it is possible to decide about the importance of any marker. Obviously those markers which are probably put away from the measurement of any construct and have not appropriate statistical and conceptual load for measuring of the researcher's concept may not meaningful ones.



Chi-Square=340.54, df=533, P-value=1.00000, RMSEA=0.000

Form 4 SHOWS THE GENERAL LISREL MODEL (PATH ANALYSIS)



Chi-Square=340.54, df=533, P-value=1.00000, RMSEA=0.000

Form. 5 – Value of t to examine the significance of the route indexes estimated in the model.

Result of test	The standard error	t	Influence of path	Direct path in study
supported	0/119	7/11	0/85**	The key factors of the knowledge management- knowledge documentation
supported	0/128	7/31	0/94**	Knowledge sharing
supported	0/134	7/26	0/98**	Knowledge updating
supported	0/113	6/85	0/78**	Recognition and acquiring knowledge

** Significance in the level of 1% error or 99% confidence

Table 5. Direct route o indexes, the influence o constructs, and significance of the estimated parameters.

The results and Suggestions

Survey of the first hypothesis: there is a meaningful statistical relation between the key factors of knowledge management with recognition and acquiring knowledge. according the results in chapter four and the estimated research model, the influence route indexes of the key factors of knowledge management recognized on variable's dimension and acquiring knowledge estimated about 0/78.the value of t for this parameter , computed more than 1/96.(t=6/85) therefore there is enough reason to reject the null hypothesis and according to significance of this index one can say that key factors of knowledge management have meaningful influence on the identifying of the dependent variable and acquiring knowledge in statistical terms.

Survey of the second hypothesis: there is a meaningful relation between the key factors of the knowledge management with knowledge sharing.

According to the results of chapter four and the estimated research model in indexes of the influence route of key factors of the knowledge management on dimension of depended variable the knowledge sharing estimated about 0/94.the t value for this parameter computed more than 1/96..(t=7/31) therefore there is enough reason to reject null hypothesis and according to

significance of this index we can say that key factors of knowledge management has meaningful influence on knowledge sharing dependent variable in statistical terms.

Survey of the third hypothesis: there is a meaningful relation between the key factors of the knowledge management with documentation.

According to the results of chapter four and the estimated research model in indexes of the influence route of key factors of the knowledge management on dimension of dependent variable of the knowledge, documentation estimated about 0/94 . .the t value for this parameter computed more than 1/96.(t= 7/11) therefore there is enough reason to reject null hypothesis and according to significance of this index one can say that key factors of knowledge management has meaningful influence on knowledge documentation dependent variable in statistical terms.

Survey of the fourth hypothesis: there is a meaningful relation between the key factors of the knowledge management with renovation of knowledge.

According to the results of chapter four and the estimated research model in indexes of the influence route of key factors of the knowledge management on dimension of dependent variable of the knowledge renovation estimated about 0/98. The t value for this parameter computed more than 1/96. (t=7/26). Therefore there is enough reason to reject null hypothesis and according to significance of this index one can say that key factors of knowledge management has meaningful influence on knowledge updating dependent variable in statistical terms.

Research suggestions

1. A comprehensive study is needed to compare the local electronic companies of the country.
2. A research on Strengths and weaknesses of knowledge management development in the various sectors and companies which everyday exchange The Knowledge Such as high voltage electricity substation and etc should be done.
3. A research on Management styles and techniques, and the other models of knowledge management and getting the best and most appropriate model or the implementation organization and its role on the development of knowledge management should be done.
4. In higher levels of management in the local company of Khorasan the amount of knowledge management usage should be investigated between its members.

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