

Studying the Effective Factors on the Knowledge Management Establishment (Settlement) in Islamic Azad Universities-Mazandran Province

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Abstract: Organizations, soon, will be universal leaders with intellectual capital and Learning capabilities. This study aims at studying technological, cultural, social factors on knowledge Management settlement in Islamic Azad universities. The research methodology is descriptive. all the educational and executive managers in Islamic Azad universities of Mazandran province have formed statistical population. Sampling method was random and for determining sample size Krejcie and Morgan table have been used, as a result 162 person participated in the study. Data collection has been done by questionnaire. For determining questionnaire validity content and formal validity have been used and the reliability of questionnaire was studied with utilization of Cronbach's alpha and it was calculated 0/81. The research data analysis was carried out by descriptive statistics and T-test. The research findings demonstrate that: information technology is effective factor on knowledge management settlement and despite importance of organizational culture, organizational learning and human resource; this factors didn't have any effect on knowledge management settlement. The important suggestion of this research is increasing the rate of capital investment in order to spread technological infrastructures, education and utilization of information technology tools and updating knowledge centers.

Key words: Knowledge • knowledge management • information technology • organizational culture
organizational learning • human resources

INTRODUCTION

The new millennium organizations differ completely with their paralleled ones due to the current situation and based on complexity and confusion has shown severe changes. These changes which are random but basic happened quickly and intensified the competition that leads the sophisticated organizations of the 20th century to lose control at 21st century. At this time organizations need the natural systems and their consequences for their existence and prosperity to let them recognize the drastic changes and take necessary steps [1]. This has led organization toward a kind of knowledge with which they can find answers to the changes of the current time. The importance of knowledge and its application have been discussed in many fields for having a kind of utopia which stresses justice and removes the social levels in organization and support management as the main factor to success and existence [1, 2].

It can be concluded that knowledge is an abstract possession which was prioritized in modern economy

over traditional possessions. In the past organizations were ranked on their concrete, observable possessions but new millennium has drawn attention to the abstract possession as the best. For using these high values possessions there have been many solutions. Knowledge management (K.M) has been paid attention as a new strategy for developing these abstract possessions. It emphasizes the creation of values which means managing the existing knowledge and changes it to useful one for organizations. It has two main elements knowledge management and increasing ability to create a new knowledge and technology which gives importance to learning and unlearning [3].

Bhatt [1] states that knowledge management (K.M) is a process which enables organizations to learn, creates, develop and apply necessary knowledge. The view point toward knowledge is two fold. The first side is that of technologies of knowledge management which involves a wide range of standpoint and procedures creating which are applied to support and manage the knowledge based process which covers the areas of managing that delves

into the information technology. The second side is that of the society factor which focuses on people and organization members and holds the idea that knowledge is a social phenomenon based on which knowledge covers a large portion of the organization tacit knowledge and is not clear. It is one of the most important challenges to change this tacit knowledge to explicit one [1-3].

Authorities, based on these two notions, came up with different effective factors which play role in knowledge management settlement.

Holowetzki [2] stated that the application of Information Technology (IT) in knowledge management (K.M) leads to availability of knowledge and increase the speed of knowledge exchange in an organization [2].

Another organizational factor is called to be organizational culture. A suitable culture for knowledge management is the one which innovation and creation is considered to have values and the employee have got a chance to get into a process of trial and error and there is an atmosphere that keeps everybody working advertantly to convey new knowledge to the others and are evaluated based on their contribution to the improvement of the knowledge in organization and this kind of culture will distribute knowledge justly in organization. Organizational learning has been paid attention as one of the factors affecting the K.M. Learning economy is important in organizational learning. This shows that application of knowledge is not the main objective in the new millennium rather knowledge is pushed away faster than before. Therefore it requires organizations take steps in organizational learning and the members learn new skill continuously [3, 4].

Therefore the need for knowledge intensifies the continuous learning of K.M because if we don't have various kinds of learning, creation won't happen. Another important factor is that of human resources. The human resources such as mastery over sophisticated technology, decision making ability, sound judgment, unlearning ability, self controlling show important role in knowledge management settlement.

To come to a conclusion, factors such as information technology, organization culture and learning and human resource are very important in knowledge management settlement.

Because universities are major institutions for their variety, intellectuality and size, they must pay attention to knowledge management settlement (K.M.S). Universities have directed themselves into learning, creating and spreading the knowledge. Although the knowledge management (K.M) is important in creating and managing

the tacit possession of organization, little studies have been done to see the factors in the process [2-4].

March and Jones [4] shows that there are significant differences among organizations based on the basic factors in managing the knowledge (cultural & technological). Malhotra [5] claims that Information Technology (IT). Human resources organization culture and teaching have played a role in knowledge management and the most important of these is that of cultural matter [4, 5].

Naghieb [6] show that the most important factor in knowledge management are high potential human resources and organization learning and the best way to heightening the human resources are teaching and learning and than his findings show that the main factor in K.M is to have a good combination of people's involvement and technological tools and also peoples attitude to different aspects of K.M is prerequisite to K.M projects [6].

Pauleen & Mason [7] and Bhatt [1] show that the main obstacles in organizations K.M are the cultural and managerial factors [1, 7]. Therefore, based on comprehensive knowledge management theory, if we want to make the K.M be the building block of the organization, attention must be given to the infrastructures and regarding the theoretical basis this study aims at answering the following questions.

- What is the effect of Information Technology (IT) on knowledge management settlement?
- What is the effect of Organizational Culture (OC) on knowledge management settlement?
- What is the effect of Organizational Learning (OL) on knowledge management settlement?
- What is the effect of Human Resource (HR) on knowledge management settlement?

MATERIALS AND METHODS

Methodology: The study is descriptive measurable one. All the executive and education managers of Azad Universities of Mozandran were under study which sums up to 320 people. The sampling was completely random which shows the groups portion account. For determining the size of the sample we used Krejcie and Morgan tables and 175 were chosen of whom 162 took part in the study. A questionnaire were used and the questions were analyzed by expert in the field and questions were verified and corrected and also Cronbach's index was used which was 0.81. The descriptive statistics were used for data

Table 1: T-test information about Question number 1

Probability level	t-table	Calculated T	Standard deviation	Attitude mean	Level mean	Sample size
P<5%	1.96	7.83	0.94	3.58	3	162

Table 2: T-test information about Question number 2

Probability level	t-table	Calculated T	Standard deviation	Attitude mean	Level mean	Sample size
P<5%	1.96	0.84	1.06	2.93	3	162

Table 3: T-test information about Question number 3

Probability level	t-table	Calculated T	Standard deviation	Attitude mean	Level mean	Sample size
P<5%	1.96	0.45	1.11	2.96	3	162

Table 4: T-test information about Question number 4

Probability level	t-table	Calculated T	Standard deviation	Attitude mean	Level mean	Sample size
P<5%	1.96	0.35	1.09	2.97	3	162

analysis (median, variance, standard deviation) and the T-test as statistical analysis and SPSS were used to calculate the data [7].

Sampling: The characteristics of the participants based on their education, years of service and sex is as follows:

The participants were the presidents (12%) and vice presidents (36%) and department managers (52%).The data from the questionnaires show that 15% of the university presidents had BA and BS degrees, 40% with master degree, 45% with PHD. For the years of service participants showed 61% of 5 and 5to 10years of experience which shows the young status of the participants and also10% of the participants were women and the rest were men.

Findings: Question number 1 was related to the effect of IT on the Knowledge Management Settlement (KMS) which led to the results below shown in Table 1.

The findings show that the calculated T (7.83) on the 95% probability and with the df of 161 was higher than that of the table and there was a significant difference between the attitude and the levels was statistically significant. Therefore information technology has effect on Knowledge Management Settlement (KMS).

With regard to question 2, which holds the effect of Organizational Culture (OC) on knowledge management settlement, the results below have been achieved. Table 2 shows the analysis.

The findings show that the calculated T (0.84) on the 95% probability and with the df of 161 was lower than that of the t-table (1.96) and there was no significant difference between the attitude and the levels was statistically

significant. Therefore information technology didn't have any effect on Knowledge Management Settlement (KMS).

Question 3 states the effect of organizational learning (OL) on knowledge management settlement and here id the result in Table 3.

The results show that the calculated T (0.45) on the 95% probability and with the df of 161 was lower than that of the t-table (1.96) and there was no significant difference between the attitude and the levels was statistically significant. Therefore information technology didn't have any effect on knowledge management settlement (KMS).Question 4 clinches the effect of human resource (HR) on knowledge management settlement.

The results show that the calculated T (0.35) on the 95% probability and with the df of 161 was lower than that of the t-table (1.96) and there was no significant difference between the attitude and the levels was statistically significant. Therefore information technology didn't have any effect on knowledge management settlement (K.M.S).

RESULTS AND DISCUSSION

The most important aim of the study was to highlight the factors affecting the K.M.S in Azad universities of Mozandran province. Therefore after delving into the theoretical and investigational basis, the factors were selected and have been surveyed. Information technology was considered to be the most effective factors on K.M.S which has proved to be true [1, 2].

Generally the K.M process is based on IT and IT worked as a solicitor and facilitator of K.M process.

There are various theoretical basis which paid attention to IT from which Naghib [6], Pauleen and Mason

[7] and Yahya and Goe [8] believed that IT facilitate K.M.S builds infrastructure for the process [6-8].

Bhatt [1] show that IT can be concluded to be very influential on K.M.S and Pauleen and Mason [7] came to this conclusion that K.M is a completed form of human resource management and IT. As it can be seen It has soared as one of the main factors in K.M process.

The other important factor is organizational culture (O.C). O.C is the main factor to succeed in K.M. nevertheless, there are lots of theories which certified the theoretical basis, Naghib [6] believed that if we want to be successful in K.M we must have a powerful O.C which supports K.M.

The third influential factor is that of organizational learning (O.L). It is an inseparable element of K.M because knowledge is prone to be outdated. Studies expressed the importance of O.L including Naghib [6] Pauleen and Mason [7] and Yahya and Goe [8]. They claimed that K.M has roots in O.L and believed that without different types of learning, knowledge will not be created. But the studies showed that the conditions of organization for this case are not that suitable [4].

Pauleen and Mason [7] recognized that lots of organizations suffer from lack of learning and introduced a learner organization as a viable treatment for this problem. Our organization must also change to learning ones to meet the inadequacies but the current bureaucratic status of the organizations will not lead the organization to be learner. The fourth important factor in K.M.S is human resources (H.R). the human ability to work in the new situation and using the existing information and knowledge and its transfer is an influential factor in enabling K.M. lots of theories supported the idea [2, 8].

Some studies showed that the high potential H.R affect K.M and the best to equip the H.R is training but this study resulted that our education system lacks the effective, practical masters which has roots in two main factors. The first one holds factors which are related to H.R in organizations. Those who have the knowledge and ability but don't have the self-esteem have fear of risk taking which work as hindering factor. The second type is related to the managers, like what contribution he makes and what he prepares to give the staffs the needed knowledge and information [3-5, 8-10].

Suggestion for further research: Managers of higher education systems are recommended to:

- With regard to the importance of IT on K.M.S, it is needed to increase the budget to improve the basic element of IT.
- Training and applying the IT tools to facilitate the K.M process and updating the knowledge center in the higher systems plan
- Providing the group working for staff cooperation in decision making in a way that makes superior be prepared to listen to the new ways and suggestions and also encourage them to do so.
- Evaluate your staff based on their knowledge, experience and their contribution to share the knowledge, accept the faults ND ASSIGN DIFFERENT PRIZES BASED ON THE CRITERIA MENTIONED.
- Regarding the roles of the teams in K.M cooperative training and team work should be part of the evaluation system.
- Maintain a need analysis to develop materials for learning
- In order to increase learning, continuous evaluation of the program and functionality and must be maintained a friendly atmosphere
- To enable your staff to express their ideas and goals clearly, give information to your staff, build self esteem and self control and encourage and support them.
- In order to control responsibilities, give more freedom to your employees.
- Improve the employment of the most skilled and experienced as a priority in your organization

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