Effects of knowledge management strategy on performance 
Knowledge-based organizations 
(Case Study: Islamic Azad University of Gilan province)

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Abstract

Organizational performance, especially in the higher education sector to develop a quantitative and qualitative basis. While each country is considered in the context of organizational knowledge assets, Do not and do not attempt to promote better conditions. Knowledge management and organizational development will not lead to improved performance. This study examines the impact of knowledge management strategy on organizational performance at Islamic Azad University of Guilan deals. The purpose of this research is the application of methods of data collection is descriptive - correlation. The population of the province is researching Islamic Azad University. In this study, 105 faculty members were selected as samples. to test the hypotheses of this research, the questionnaire consisted of 25 closed questions And 5 open question its validity and reliability of the design and the test sample was . The collected data were analyzed, the results of this study showed that between strategic knowledge transfer and knowledge sharing, knowledge generation and application of knowledge is the foundation of a stronger relationship with the organization. Therefore, most organizations focus on knowledge management, organizational performance will improve. www.jareconline.org.volume2013.issue september.pages(13-21).

Keywords: knowledge management, knowledge generation, knowledge sharing, knowledge utilization, performance, knowledge-based organizations
Introduction

In today's complex world, organizational knowledge is rapidly becoming a key competitive advantage for organizations. Considering the knowledge management and IT support, creates ideal conditions for every enterprise, to further complicate the competitive environment, Life continues to be a leading outstripped the others and seized various areas of activity. Organizational knowledge, In the modern world of fast, it's a good opportunity for organizations to know And management and However, a serious threat to organizations that little attention was paid to environmental changes and it is not known (Blue, 1386).

Abtahi and Salvati (1385) believed that in recent years, various organizations and companies, students have begun the process of joining And new concepts such as knowledge work, knowledge workers, knowledge management and knowledge organization are aware of the severity of the process. Universities in recent years has undergone many changes in the field of Economic Cooperation and Development says "Other universities quiet place to teach and conduct research work with a certain speed and thinking and thinking about the world as it was in the last century, no. Rather large university complex, the demand for, and competitive business "(2007, OECD).

To move the frontiers of knowledge and conquer the peaks of science and knowledge management requires appropriate authority. The university system's strategic goals are to be universities. Growing trend in the country's universities, both public and private, large volume of requests For them, and the efforts of government to encourage academics to produce Transfer and dissemination of knowledge, the knowledge management issues in line with the main thrust of the university, Both staff and the organization has.

Knowledge management strategies:

Knowledge management strategies, based on their emphasis on different aspects of knowledge management are different, many firms are focusing strategies, business processes and others are some of the results (spore, Kingston, 2003).

Including strategies focused knowledge matrix is a matrix of knowledge, Nonaka and Takhavchy knowledge into an " implicit " and " explicit " is divided. Nonaka and offered Takhavchy processes that are reshaping knowledge: socialization (from tacit to tacit knowledge transformation: the acquisition of knowledge directly from others through sharing experiences, observation, imitation, etc.), externalization (from tacit to express when an individual converts tacit knowledge to explicit concepts); combination (from explicit to explicit: by giving explicit systematic transfer) and internalizing (explicit the implicit: the process through
"learning by doing" experiences become knowledge. Nonaka and Takehcy process of "organizational knowledge creation" as the spiral model in which knowledge during the four processes (socialization, externalization, combination, and internalizing) is reinforced. Including strategies focused on business processes, the study APQC (American Productivity and Quality Center) noted. Carl Whigs and the APQC study, six strategies were identified in the emerging knowledge management. These strategies reflect the nature of the organization. These strategies are:

1. Knowledge management strategy as a business strategy: In this strategy, the organization-oriented and comprehensive approach - organization and knowledge management in organizations, knowledge is seen as a product.

2. Intellectual asset management strategy: This strategy focuses on the assets that they can be operated at any time or they can be upgraded.

3. Student's responsibility strategy: This strategy supports and encourages its employees to develop their skills and knowledge network, and share your knowledge with others.

4. Knowledge creation strategies: strategy, innovation and the creation of new knowledge through the process of "research and development" is emphasized. The psychology of the market, often use this strategy.

5. Knowledge Transfer Strategy: This strategy received from the holders of that knowledge and selective emphasizes improving organizational operations.

6. Strategy, customer-oriented: The goal of this strategy is to use the knowledge to understand customer needs and providing them their needs.

Zac knowledge of strategies, including strategies focused on the final results. Michael Zac presents a framework that helps organizations to reveal the relationship between knowledge management strategy and its competitive position and to maintain or to establish reconsolidation competitive advantage. This competitive advantage can be based on the level of innovation for other sectors makes three key categories, advanced and innovative divided.

Methods:

The purpose of this research is the application of methods of data collection is descriptive - correlation. The population consisted of 105 faculty members of Islamic Azad University Gilan is selected using random sampling.

In a field study to collect data from a questionnaire used to determine the relationship between variables. This questionnaire was adapted from existing questionnaires used in similar studies (Hemmati, 1389). The questionnaire consists of 25 questions measuring knowledge management (Finally) five item Likert scale, 5 is an open question. 8 questions related to knowledge generation, transfer and sharing of knowledge and 9 questions related to the 7 questions relating to the application of knowledge. Face and content validity of the questionnaire was confirmed by...
experts. Cronbach's alpha was used to check the reliability of the results shown in Table 1 shows The questionnaire has good reliability.

<table>
<thead>
<tr>
<th>Cronbach's alpha coefficient</th>
<th>Variables</th>
</tr>
</thead>
<tbody>
<tr>
<td>0.734</td>
<td>Production of knowledge</td>
</tr>
<tr>
<td>0.899</td>
<td>Transfer and sharing of knowledge</td>
</tr>
<tr>
<td>0.922</td>
<td>Applying knowledge</td>
</tr>
<tr>
<td>0.942</td>
<td>Total Inventory</td>
</tr>
</tbody>
</table>

**The main research question:** Is the relationship between the implementation of knowledge management strategies in organizational performance there?

**Hypotheses:**

1. The production and development of knowledge and knowledge-based organizations, there is a significant relationship.

2. The transfer of knowledge and knowledge based organizations, there is a significant relationship.

3. The application of knowledge and knowledge-based organizations, there is a significant relationship.

**Results**

In this section, based on the findings of this research have been one to three tables.
Table 1: Table of the correlation matrix between knowledge and knowledge-based organizations.

<table>
<thead>
<tr>
<th>Organizational performance</th>
<th>Production of knowledge</th>
<th>The correlation coefficient</th>
<th>Significant Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>0.943</td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>0.001</td>
<td>0.943</td>
<td></td>
<td></td>
</tr>
<tr>
<td>105</td>
<td>105</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

As can be seen, according to the findings of the above table shows the results of Pearson's correlation coefficient. Between the production of knowledge and knowledge-based organizations, there is a significant relationship. Also, the correlation coefficient (0.943 = r) we can say that the production of knowledge and knowledge-based organizations, there is a strong positive correlation with intensity.

In other words, by increasing the knowledge and practice of knowledge-based organizations with strong intensity is better (to change the direction of the two variables is).

Table 2: Table of the correlation matrix between the transmission and sharing of knowledge and knowledge-based organizations.

<table>
<thead>
<tr>
<th>Organizational performance</th>
<th>Transmission and Multiplexing</th>
<th>The correlation coefficient</th>
<th>Significant Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>0.958</td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>0.001</td>
<td>0.958</td>
<td></td>
<td></td>
</tr>
<tr>
<td>105</td>
<td>105</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>0.958</td>
<td></td>
<td></td>
</tr>
<tr>
<td>0.001</td>
<td>0.001</td>
<td></td>
<td></td>
</tr>
<tr>
<td>105</td>
<td>105</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Based on the above findings, it can be seen that the Pearson correlation coefficient between the transfer and sharing of knowledge and the organizations' knowledge base. Well as the correlation coefficient (0.958 = r) can be said of the transfer and sharing of knowledge and Significant positive relationship with the organizations knowledge base, there is a strong intensity. In other words, increasing the transfer and sharing of knowledge and knowledge-based organizations with strong intensity is better (even change for the two variables is also).

Table 3 Correlation matrix table between knowledge and application of knowledge-based organizations.

<table>
<thead>
<tr>
<th>Organizational performance</th>
<th>Employment</th>
</tr>
</thead>
<tbody>
<tr>
<td>0.933</td>
<td>1</td>
</tr>
<tr>
<td>0.001</td>
<td>Significant Number</td>
</tr>
<tr>
<td>105</td>
<td>105</td>
</tr>
</tbody>
</table>

Based on the above findings, it can be seen that the Pearson correlation coefficient between the application of knowledge and knowledge-based organizations. Well as the The correlation coefficient (0.933 = r) we can say that the application of knowledge and knowledge-based organizations, there is a strong positive correlation with intensity.

In other words, with the increased use of knowledge and knowledge-based organizations also With strong intensity are better (these two variables also change the order).

Model 1: A conceptual model
The strategy of this study was to compare the attitudes of respondents on the one hand, and the average priority rating of each of these factors on the other hand, Friedman nonparametric test was used. The following table shows the results of the test quantity (60.374 = Chi-square). The error is significantly smaller than 0.01, CI 0.99 must be said that statistically there is no difference between knowledge strategies. The following table shows the results obtained by means of "transferring and sharing knowledge", which represents 2.52 times the average of the highest importance, "applying knowledge" is equal to 1.49. Shows the least important of which was the strategy.
Table (4) comparison and ranking strategies

<table>
<thead>
<tr>
<th>Grade</th>
<th>Mean rank</th>
<th>Knowledge Strategies</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2.52</td>
<td>Transfer and sharing of knowledge</td>
</tr>
<tr>
<td>2</td>
<td>2.00</td>
<td>Production of knowledge</td>
</tr>
<tr>
<td>3</td>
<td>1.49</td>
<td>Applying knowledge</td>
</tr>
</tbody>
</table>

\( df=2 \quad \text{Sig}=0.001 \)

\( \text{Chi-square}=60.374 \)

Conclusion

This study was based on the preliminary question of whether the strategy of knowledge management performance based student organizations, there is a connection or not. The choice of population distribution in the sample test provided questionnaire (Guilan university faculty), research hypotheses were put to the test. Pearson’s correlation coefficient was used to test the hypotheses. The results of the first hypothesis that the relationship between knowledge production and performance strategies

Agencies would evaluate the knowledge base,

The correlation coefficient (0.943 = r), showed a significant positive correlation between the production of knowledge and the knowledge base of the organization. In other words, by increasing the production of knowledge, the knowledge-based organizations with strong intensity is better. Our test strategy for the transfer and sharing of knowledge (0.958 = r) and strategies for applying knowledge in the organization (0.933 = r), which confirms this finding is that the strategies for the transfer and sharing of knowledge management, knowledge production and application of knowledge knowledge is the foundation of a stronger relationship with the organization.
Overall, these findings indicate that organizations with an understanding of how knowledge can be created and managed through proper knowledge management can improve the efficiency and effectiveness of their organizations and improve their performance. In the meantime, given the crucial role of universities and institutions of higher education, the progress and development of society, the center of the activities associated with the production, transfer and application of knowledge, especially new knowledge and practical management knowledge in today's organizations are focusing attention on the issue will be of even greater importance.

References


