



# **Investigating the Effect of Knowledge Management on the Effectiveness of Government Organizations**

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## **Investigating the Effect of Knowledge Management on the Effectiveness of Government Organizations**

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### **Abstract**

Today, the success of an economy and an organization depends on the success of the knowledge-based factors in that organization. In a knowledge-based economy, the competition model based on industrialization and cost centering has changed into an effective production model and the distribution and transfer of knowledge for the creation of wealth. Hence, improving the capacity of innovative organizations and acquiring new knowledge is definitely the key to developing a knowledge-based economy. This focus on knowledge mainly emphasizes the economic effectiveness. Knowledge management has the benefits of better product performance and faster response to evolving markets. By using knowledge management, loss of effort and loss of resource intensity can be avoided and innovative success can be achieved. Having a committed and compassionate workforce is also one of the other benefits of knowledge management. Human resources constitute the bulk of manufacturing and operational facilities of industrial organizations and centers. Companies with skilled managers and employees are more likely to succeed than other companies without such privileges. If individuals are equipped with better education and training, they are better off performing their duties and more capable of learning how to do their work and advanced production, and training can increase the level of skills of managers and staff and make effective achievements in terms of performance.

**Keywords:** Knowledge Management infrastructure capabilities, Knowledge management process capabilities, Organizational effectiveness.



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### 1- Introduction

In recent years, joining the knowledge process has begun in various organizations and companies, and new issues such as knowledge work, knowledge workers, knowledge management, and knowledge organizations have intensified these developments. Peter Drucker with using this vocabulary has proposed the formation of a new type of organizations in which sovereignty is the power of mind instead of the power of the arm. Knowledge organizations achieve abilities that can create enormous strength from a small force. Knowledge management is the modern effort of the present century (known as the age of knowledge) to preserve, guide, and increase the purposeful knowledge capital of organizations, and believes in this principle that investing in science has the best and most benefit (Alwani and DanaeeFard, 1380). KM (knowledge management) is a systematic effort to find, create, access, use of intangible assets of the organization, improve the culture of continuous learning and knowledge sharing in the organization (Monavarian et al., 2012). In another definition, knowledge management is a set of procedures that is defined for the creation and sharing of knowledge in an organization and maximizes the achievement of the mission and goals of the organization (Townley, 2001). Today, there is the idea that the main competitive advantage of organizations lies in their knowledge capital. Currently, the largest companies in the world have gained their superiority not in the accumulated assets of the factories and even in the presence of large markets, but in knowledge during their processes. Therefore, organizations are confident that they need to manage their resources and their intellectual activities in order to remain competitive (GhaziZade Fard and Ataei, 1392). Sharing knowledge helps to share ideas. Ideas have the greatest impact, when, rather than being only available to a small number, widely used everywhere (Purserajian et al., 2013). On the other hand, one of the issues of management that may be interesting and useful for general managers is the issue of the effectiveness and efficiency of the organization. Obviously, committed and responsible managers are willing to know what situation their organization is, and in order to achieve organizational goals, what criteria should be considered for measuring their unit or organization's performance? In Dafet's opinion, the effectiveness of the organization is the degree or amount which the organization approaches the desired goals. This definition shows that all organizations must determine at a certain point in time how much they have done to reach their goals and achieved



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them (Abdul Karimi, 2006). Researches show that optimizing organizational knowledge through different methods (identifying deficiencies in organizational knowledge, increasing productivity of human capital, learning more efficient and effective of employees, providing goods and services with added value, increasing customer satisfaction, preventing mistakes repetition, reductions in redundancy and time saving in solving the problem, stimulating (creativity and innovation) increase the efficiency and effectiveness of the organization, and inevitably, we need to manage knowledge in order to ensure the satisfactory delivery of goods and services to our customers and gain their satisfaction (Raeesi et al.,1392). Universities and other institutions of higher education, like other involved organizations in knowledge management, face challenges such as financial pressures, rapid technological growth, the changing role of employees, competitive values and, in general, the immediate changes in the world, and on the other hand, they are working to achieve their basic goals of education, research and community service. Adequate treatment of challenges and achievement of goals is only possible if the colleges can knowingly and clearly manage the processes related to the creation of knowledge and have an easy-to-follow solution for accepting beliefs and processes related to knowledge management. Knowledge management is an appropriate approach to create the integration between the new requirements of the competitive environment governing the academic environment and is the effort that universities make to produce science and rank them better. Also, knowledge management offers the right strategy for the optimal use of knowledge and intellectual resources of individuals at universities. By implementing knowledge management, the storage, transfer and retrieval of existing knowledge and the possibility of interaction between researchers are facilitated and accelerated, which in turn can help to enhance the level of research and increase the production of science and help universities to achieve their goals (Adineh Ghahremani et al., 2011). In the present study, KM capabilities include "Infrastructure capabilities" and "Knowledge process capabilities". One of the roles required for knowledge management is to provide the necessary infrastructure for doing so. As long as the necessary infrastructure is not provided, knowledge management and its conception as the axis of development and national economy are not realized.

In recent years, joining the knowledge process has begun in various organizations and companies, and new issues such as knowledge work, knowledge workers, knowledge management, and



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knowledge organizations have intensified these developments. Using this vocabulary, Peter Drucker has proposed the formation of a new type of organization in which power is the power of mind instead of the power of the arm. Knowledge organizations achieve abilities that can make a tremendous amount of power. Knowledge management is the modern effort of the present century (known as the age of knowledge) to preserve, guide, and increase the purposeful knowledge of organizations' knowledge, and believes in this principle that investing in science has the best and most benefit (Alwani and Danaee Fard, 1380).

KM is a systematic effort to find, create, access, use of intangible assets of the organization, improve the culture of continuous learning and knowledge sharing in the organization (Manourian et al., 2012). In another definition, knowledge management is a set of procedures designed to create and share knowledge in an organization and maximizes achievement of the mission and goals of the organization (Townlie, 2001). Today, there is the idea that the main competitive advantage of organizations lies in their knowledge capital. Currently, the largest companies in the world have gained their superiority not in the accumulated assets of the factories and even in the presence of large markets, but in knowledge during their processes. Therefore, organizations are confident that they need to manage their resources and their intellectual activities in order to remain competitive (Judge Fard and Ataei, 1392). Sharing knowledge helps to share ideas. Ideas have the greatest impact, rather than being only available to a small number, widely used everywhere (Pursrajian et al., 2013).

## 2. Research literature

### 2.1 Nature of Organizational Knowledge

In general, organizations have two types of knowledge that are known as background knowledge and explicit or implicit knowledge. Polanyi (1985) first distinguished between explicit and implicit knowledge. Nonaka and Takashi (1995) argued that often overlooked corporate scores are things like insights, intuitions, suspicions, unconscious feelings, values, imagery, metaphors, and comparisons. Taking advantage of this intangible privilege can give a lot of value to the daily operations of a company.

Implicit knowledge is usually in the domain of personal, cognitive, and empirical knowledge, while explicit knowledge refers to knowledge that has a more objective, rational, and stronger



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aspect. Explicit knowledge is normally well-documented and accessible. Polani says in a distinction between two knowledges: "We can know more than we speak." He basically says that the expression of implicit knowledge with words is difficult. Information technology has traditionally concentrated on the use of explicit knowledge. However, organizations have now found it necessary to integrate both types of knowledge in order to work effectively. Hence, they are developing a specific methodology for converting implicit knowledge into explicit knowledge that can be compiled and, therefore, others can record, store, transfer, use and act accordingly.

Clear knowledge is easily computerized, electronic transmission and storage in databases; however, the subjective and subjective nature of implicit knowledge makes processing and transferring knowledge acquired logically and structurally difficult. For implicit knowledge in the organization to be transmitted and spread, that knowledge must be converted into words or numbers that are understandable to everyone. In brief, the organization produces knowledge when it occurs (it means, the transformation of implicit knowledge into explicit knowledge and the transformation of explicit knowledge into implicit knowledge) (Nonaka and Takeshi, 1995).

### **2. Knowledge management capabilities**

In recent years, knowledge management has become one of the most interesting and challenging issues in business management, and its application circle is always wider with other topics in the management arena. Knowledge management is a process that helps organizations identify, select, organize, disseminate, and transfer critical information and skills that are part of the organization's history and are generally structurally unorganized. Successful executives have always taken advantage of the intellectual capital and value it. But these efforts were not organized and there was no guarantee that the knowledge gained would be appropriately shared and distributed to the fullest of the interests of the organization, while knowledge and intellectual capital would be the basis of both core and strategic merits for better performance. Knowledge has a strategic role that an organization can use in value creation activities and use knowledge as a tool for practicing opportunities in a competitive market. Because it is no longer possible for companies to do their competitive advantage by doing things faster and better, competitive advantage is possible when things are done and not imitated by others. In order to achieve a sustainable competitive advantage, attention to existing knowledge and effective use of it as well as the creation of a structure for the



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use of modern knowledge is important. Organizations must pay attention to everything because knowledge management acts as a working strategy at the same time throughout the organization and is a tool for the overall development of an organization.

Knowledge management as a goal-oriented and systematic application of modules to guide and control the tangible and intangible knowledge assets of the organization is aimed at using the internal and external knowledge of these organizations to enable the creation of new knowledge, creating value, creativity and progress is considered (Yang, 2004).

In Smith's view, knowledge management creates a new working environment where knowledge and experience can be easily shared and also enable information and knowledge to flow to real persons and in real time so that they can be effective and more efficient (Sternberg et al., 1991). Peter Drucker believes "The secret of the success of organizations in the 21st century is the proper implementation of knowledge management." Therefore, implementation of KM is essential in third millennium organizations and institutions must plan to implement it. The success of organizations is increasingly dependent on how an organization can effectively collect, store, and retrieve knowledge among staff at different levels (Mamford, Lycavan, 2004).

In general, according to the above definitions, we can say that the subject of knowledge management, social phenomena, computer, information technology, etc., does not guarantee the success of knowledge management. Knowledge management is never ending, since moving from data to information and information to knowledge never ends. The corporate staff and managers (the inner environment) of the client and other stakeholders (external environment) fall into the domain of knowledge management.

G Libowitz sees knowledge management as the process of creating value for an intangible capital of an organization. The intangible capital, which is also referred to as "spiritual capital", includes human capital, structure, and capital of customers or relationships. Human capital is the brain power (knowledge of individuals) of an organization. Knowledge management is a system for managing, collecting, modifying and disseminating of knowledge in all its forms in an organization (Abtahi and Salavati, 2006).

2-3 types of knowledge management capabilities



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The company's organizational capability is its ability to manage its resources effectively. The main available source for corporations is knowledge. Therefore, their capabilities must effectively manage knowledge.

### **2-3-1 Knowledge Infrastructure Capabilities**

One of the most important issues in implementing knowledge management in an organization is that there are necessary organizational infrastructures including defined roles and work teams for performing knowledge-related tasks (Davenport et al., 1998). The implementation of each program and activity requires a series of factors and infrastructures that will ensure its success. By reviewing various sources, various factors have been introduced by the experts of this field. Among them, Deno et al. (1999) emphasize that efficient knowledge management requires a combination of organizational elements including technology, human resources, organizational culture, and organizational structure. Stankovsky and Baldanza (2001) consider organizational culture, organizational structure, information and communication technology, leadership and teaching and learning as essential factors and infrastructures in the implementation of knowledge management (Ghahremani et al., 2011). Another group of knowledge infrastructure capabilities includes the following three components: Technology, structural and cultural capabilities.

Many companies are dependent on technology to facilitate knowledge transfer and learning, including: business intelligence, collaboration, distributed learning, knowledge discovery, and so on. Structural dimension refers to the potential of knowledge infrastructure to the presence of the norms and mechanisms of trust. And perhaps the most important aspect in the ability to effectively manage knowledge is culture (Shabanpour, 1393).

In the present research, we consider the infrastructure knowledge capability, including technology, organizational structure, culture, human resources. Technology: New technologies can ease the fragmented knowledge integration and make the most of the work in the shortest time. Many organizations seeking to increase knowledge sharing create knowledge databases or knowledge storage centers, where employees share their experiences electronically so that other employees can access it (Fazlolahi and Norooz, 1390). Organizational structure: The knowledge-based structure is based on the organization's structural status towards encouraging knowledge-based activities. The structure of the organization is appropriate for adaptation to the organization's



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changing environment (Nasser & Zaied, 2012). Organizational Culture: A Comprehensive and Accepted Definition of Culture is presented by Shine (1985): Culture is a set of shared and accepted beliefs by a group that reflects how it understands, reflects and responds to its surroundings.

Human Resources: Knowledge-based human resources are defined by the extent to which employees use specific knowledge or compliance with specific knowledge in the organization (Nasser & Zaied, 2012).

### **2-3-2 Knowledge process capabilities**

Some authors of knowledge management define knowledge as a process of using expertise. Davenport defined a business process as a set of regular activities that has a start and end, and specific inputs and outputs. But from the point of view of knowledge management, every business process can also be seen as a process of knowledge because activities within a process are guided by knowledge. The capabilities of the organization's knowledge process are defined in terms of the capabilities of the four main processes of knowledge management: acquisition, transformation, application, maintenance of the processes of obtaining those who are willing to acquire knowledge. Earning is a process that separates knowledge from an external source. Any process that helps one unit gains knowledge is expressed as a process of acquiring knowledge.

Conversion processes are those who tend to make existing knowledge useful. Application processes are those that are prone to the actual use of knowledge. Maintenance processes are those designed to maintain knowledge within an organization of illicit and inappropriate use (Shabanpour, 1393).

Knowledge management process capabilities include five dimensions of acquisition, conversion, deployment, conservation and storage of knowledge.

Acquiring knowledge: New knowledge should be considered valuable and reasonably presented (Turban, 2007).

Knowledge transformation: The transformation of knowledge into the process of transferring knowledge from internal and external resources is usable (Nasser & Zaied, 2012).

Applying knowledge: Knowledge gained from internal and external sources can not be used if it is not turned into useful and applied forms (the same source).



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Knowledge protection: Ensuring the maintenance and safety of knowledge transformed in organizations is the protection of knowledge (the same source).

Knowledge storage: then useful knowledge should be logically stored in a knowledge repository so that others can access it in the organization (Turban, 2007).

### 4-2 The concept of organizational effectiveness

Organizational effectiveness is not a single concept; it is a very complex subject, which includes different preferences and expectations (Katyska et al., 2011). Organizational effectiveness is a way for organizations to evaluate how their missions are successfully implemented through organizational strategies (Q & Lyn, 2011). Simply put, organizational effectiveness is usually in the degree to which an organization gains its goals (Kim et al., 2011). In his review of organizational effectiveness studies, Campbell (1997) stated that the criteria for assessing organizational effectiveness should be designed in such a way that they can be compared to organizations, to measure the impact of efforts on organizational development and to determine Features of the organization that are significantly related to organizational effectiveness as a fundamental concept; among these criteria are general effectiveness, efficiency, quality, growth, motivation, control, flexibility, and adaptation, task management skills, communication and information management, partnership and division power, progress, productivity, profit, absence, job satisfaction, spirituality, contradiction, purpose and planning, interpersonal management skills, readiness, utilization of environmental resources, human resource value, education and development (Kaplan & Norton, 2008).

In general, in an organization, the calculation of effectiveness is not so simple and there are several indicators and methods for measuring organizational performance. Improving competency and qualification will improve the effectiveness of work time and increasing the effectiveness of work time will enhance other indicators of organizational effectiveness.

Indeed, inner satisfaction, happiness and persuasion are productive employees that contribute to efficiency and effectiveness in organization and guidance to the highest efficiency levels. Organizational effectiveness plays an important role in organizational development. An effective organization that is able to manage ambiguities, flexibility, customer orientation, production, value



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orientation, and learning structure, and recognize the core of the job and empowerment of employees.

Experts have defined the effectiveness of an organization to the degree and extent of achieving the goal. Peter Drucker considers organizational effectiveness to be an integral part of work, and it is considered to be the key to the success of the organization (Ardalan et al., 2012).

2-5 research records

Raesi et al. (1392) in a study titled “Fit the regression equation of knowledge management and organizational effectiveness in selected sport organizations of the country”, shows that there is a positive and significant relationship between knowledge management and its processes with organizational effectiveness in sport organizations of the country. Processes of knowledge transfer showed the highest correlation coefficient and recording of knowledge with the least correlation coefficient with organizational effectiveness. Rafova et al. (1392) in a study titled “The status of the infrastructure components of knowledge sharing in the insurance industry”, after reviewing related literature, the sum of key variables that were influential in knowledge sharing implementation were identified and approved by experts in the Delphi method. Finally, 68 factors were identified, which categorized in 8 groups of the factors: manpower, attitude and managers support, knowledge sharing strategy, organizational structure and relationships, organizational culture and atmosphere, organizational rewards and evaluation, organizational strategy and application of information and communication technology. From the studied components, the components of the commitment to the organization, the belief in increasing the organization's success through knowledge sharing, the training of newly recruited staff members, the open relationship between managers and employees, the mutual trust of the employees to each other and the use of the intranet, showed the weakest situation. Ghahramani et al. (1390) in a study entitled "The Status of Knowledge Management Infrastructure at Tabriz University", from faculty members' viewpoints were investigated. The results of their research indicate that the level of familiarity of the research community with the concept knowledge management was at a low level. Among the investigated factors, four factors of organizational culture, organizational structure, processes and financial resources were in inappropriate situation, and two factors of human resources and technology were in a good position. Monier et al. (2013) studied “The Role of



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Mediator Knowledge Sharing on the Relationship between Knowledge Management Capabilities and Organizational Effectiveness in higher education institutions in Pakistan” indicates that knowledge sharing has a very strong mediator impact on the relationship between process management capabilities and organizational effectiveness. Agbem et al. (2013) in a study entitled “The Impact of Knowledge Management Capabilities on Organizational Performance in Services sector and their Results in Nigeria” showed that the technical, the structural, the cultural and human resources of knowledge management has a positive and significant impact on the performance of service companies. Daud et al. (2010) in a study entitled “Knowledge Management and Organizational Performance, with a view to the role of mediating social capital in Malaysia”, showed: A) knowledge management processes Social capital has a positive impact. B) Social capital increases the company's performance. C) Social capital has a mediating role between knowledge management processes and firm performance. The research showed that KM processes and social capital can be integrated to enhance the company's performance.

Research on the history of research shows that domestic issues have already been addressed within the country on issues such as the relationship between knowledge management capabilities and performance, the relationship between knowledge management and the organization's effectiveness, or research has examined the status of knowledge management infrastructure in organizations and has so far investigated. Considering the relationship between knowledge management capabilities and effectiveness through the role of mediating knowledge sharing has not been done. However, several external investigations have been conducted considering the capabilities of KM to examine its relationship with effectiveness and performance.

### **3. Conclusion and recommendations of the research**

The purpose of this study was to investigate the relationship between knowledge management capabilities and organizational effectiveness. Research shows that optimizing organizational knowledge through different methods (identifying deficiencies in organizational knowledge, increasing productivity of human capital, more efficient and effective learning than employees, providing goods and services with added value, increasing customer satisfaction, preventing repetition of mistakes reducing redundancy and saving time when solving the problem, stimulating creativity and innovation) will increase the efficiency and effectiveness of the organization, and,



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in order to ensure the desired presentation of the goods and services to the customers and their satisfaction, we must manage the knowledge. The success of an economy and organization is the success of knowledge-based factors in that organization. The knowledge-based economy has changed its pattern from industrialized and cost-driven competition to effective production and distribution of knowledge for the creation of wealth. Hence, the development of the capacity of innovative organizations and the absorption of new knowledge is certainly the key to developing a knowledge-based economy. The present focus on knowledge mainly emphasizes economic efficacy. Better product performance and faster response to changing markets is one of the benefits that knowledge management has. Using knowledge management can prevent waste of works and resources and gain innovative success. Having a committed and compassionate workforce is also one of the other benefits of knowledge management. On the other hand, knowledge sharing in the success of the organization is a key factor because it can lead to faster knowledge transfer to parts of the organization that can exploit it. The results of the research based on the results of past researches showed that between infrastructure knowledge capabilities and knowledge sharing and organizational effectiveness, there was a meaningful relationship. These findings are consistent with the results of Smith and Meliss (2010), Nasser and Zaid (2012), Monire et al. (2013) Researches.

In this regard, we propose:

- Provide information technology organizations with a view to collaborative work and communication among staff;
- Organize the technology infrastructure to acquire knowledge, share knowledge, systematically store knowledge in a better quality;
- Implement formal educational programs for the duties of the staff;
- Carry out a job roster to help train staff;
- By creating mutual trust measures towards others' attitudes towards achieving organizational goals;
- The employees of the organization are encouraged to make decisions about the work and give them the freedom to act in order to make their work decisions;



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- By establishing relationships and programs for communicating staff with individuals within their own sector and other sectors;
- The organization has processes for obtaining knowledge from the masters and students using items such as a criticism and suggestion box or face-to-face relationship with them;
- Provide processes for exchanging knowledge among the staff of the organization;
- Create ways to transform knowledge into new services needed by students and masters;
- Organize procedures for the easy and proper transfer of organizational knowledge to employees of the organization;
- Create ways to apply the knowledge gained from mistakes in the organization;
- Access the knowledge for those who need it;
- Protect knowledge against inappropriate uses inside and outside the organization;
- Provide and store knowledge in the form of documents, databases and software so that employees can easily use it when needed.

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