Study and Comparison Knowledge Management Implementation Based on the Key Success Factors in Mashhad Municipality of Region Samen

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ABSTRACT

Knowledge management can be as a key factor for obtain benefits, develop and maintain a competitive advantage in the organizations named; Therefore, each organization needs to assess your organization in the field of dimensions of knowledge management and the adoption strategies to be able achieve the potential value of knowledge management. The purpose of this research is to assess the current status dimensions of the implementation of knowledge management in the fields of organizational culture, organizational structure, leadership, organization and technology information. Also other objective of the present study is evaluating the effect of dimensions of above Samen district in the municipality. To achieve the objectives two stages of quantitative and qualitative research was conducted in the first stage of quantitative, a questionnaire was designed and given to 85 managers and experts were Samen Municipality of Region. Information obtained was analyzed with SPSS and lISREL software. Also tests have also been used, such as T-test and one sample. In order to complete the process of research, semi-structured interviews were conducted with five municipal experts. Individuals were selected by theoretical saturation and data were analyzed using thematic analysis. The results show that local municipalities have had problems Samen in the field of the implementation of knowledge management and also the results show that the most important dimensions of in implementation of knowledge management, information technology and culture is.

Keywords Knowledge Management; Implementation; Mashhad Municipality of Region Samen.

INTRODUCTION

Knowledge management in the new era of great transformations in management has created issues. Knowledge management seeks to capture knowledge, wisdom and experience with value-added staff and the implementation, the recovery and maintenance of knowledge, as the assets of the organization.

According to Peter Drucker, the secret of success of any organization in the 21st century knowledge management, so organizations management must rely on knowledge superior ability to more reasonable decisions in important issues and improve knowledge-based functions found (Nagorno Bigelow et al., 2011: 52). Therefore, issues such as this that how to create organizations knowledge or acquire, store, maintain, protect and distributed it to work and live and how to manage it, has become an important issue for them (Motevaliyan et al., 2009: 125). In general, factors that are discussed in knowledge management as the key success factors can be divided into four main categories: Factors related to IT infrastructure, processes factors associated with, factors associated with individuals

and factors related to commitments Protection its strategic (35: Lin, 2007). The municipality, as a local organization to meet the needs of construction, welfare, service, social and cultural serves citizens within its activities. Increased quality of life for citizens by removing these needs is the one of the main objectives of the municipalities. This is achieved by speeding up services and service-oriented organizations, such as municipalities, more importantly; the quality of service will be achieved. By using the knowledge management system, and the pursuit of principled knowledge and its proper distribution in the organization, both the speed and the quality of services will be added (Hosseini, 2010: 169) As a result, the main purpose of the council is the appropriate response to the diverse needs of citizens to be realized. In order to establish knowledge management, organizational leaders seek to understand the starting point and are ready to implement knowledge management. If an organization without preparation and without the necessary prerequisites, the application of knowledge management, the use of such a process may be rather profitable for the organization, it will have to pay extra for no gain (Haman: 169). Many companies and organizations are trying to determine the best approach is to start KM to accept, the assurances are not enough (230: Moffett et al,

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2006). Determining a suitable set of critical success factors, the organization helps more important when faced with the design and implementation of knowledge management consider. Deployment of knowledge management in an organization because of the high cost of implementation as well as the complexity of the implementation process of the new system of management decisions is critical. As noted, the study of knowledge management and its challenges in Mashhad Municipality is also necessary. The successful implementation of knowledge management in the municipality Samen been selected, the potential to improve their own culture; Organizational and information technology infrastructure upgrade comes from potential to actual. The study of these samples needs to be created in the municipality of Mashhad in the implementation of knowledge management in the organization.

RESEARCH LITERATURE

Knowledge Management

Knowledge management as a way to control and direct knowledge of the tangible and intangible known, so that by applying knowledge within and outside the organization, knowledge generation, value creation, innovation and further improvements in the organization. Knowledge management by creating a new working environment will facilitate the sharing of knowledge and the flow of knowledge to the right person for more efficient and effective cause (Smith, 2001: 320). In other words, we can develop knowledge management and the use of tangible and intangible resources of modern science. In this definition, the tangible assets knowledge the company, such as royalties, licensing, customer information, the competitors, the intangible assets knowledge the company lies in the staff, including their experience and approaches to solutions knows (Tillmar, 2006: 103) Today, researchers knowledge about the important concepts knowledge management, such as organizational knowledge from individual knowledge, explicit knowledge from tacit knowledge, knowledge internal versus external knowledge there is an agreement. (Akhavan Bagheri, 2012: 213).

Described dimensions of knowledge management based on the key success factors organizational structure

Structure, a set of solutions for detecting various tasks between individuals and states how to coordinate these tasks. The researchers stressed the importance of successful implementation of knowledge management in organizational structure have great stress. Successful implementation of knowledge management strategy, flexible structure and the elimination of traditional monitoring and control systems related 2002: 162), Forcadell & Guadamillad). Organizational structure including the context of the employment relationship, systems and operational processes and Individu-

als and groups are who try to reach the goal. The organizational structure of the distinct ways in which work tasks and provides coordination among them (Mintzberg, 1979: 425)

ORGANIZATIONAL CULTURE

Culture, fundamental beliefs, values and social norms that govern the behavior of people in the organization determines. In connection with the organizational culture, trust, partnership, encourage the development of collaborative leadership and organizational goals (2002: 163, Forcadell & Guadamillas). Organizational culture through related components of strategy, people, process and structure and strengthened. Culture is what formally agreed and actually happened. The same principles can be applied to the culture of knowledge management is used because the organization can be a knowledge-based culture. Knowledge based Culture organizational members for knowledge-sharing challenges

INFORMATION TECHNOLOGY

IT set of tools, techniques and production methods, processing, storage and dissemination of information refers (Azadi Ahmadabadi, 2009: 52). The use of information technology in the implementation and deployment of knowledge management systems will play an important role. Knowledge management and information technology are intertwined with each other, because both the vertical and horizontal distribution of knowledge as a help in the search for knowledge to use and easier. The goal of many organizations use advanced information technology to drive knowledge management in organizations (1997: 29, Skyrme & Amidon).

Organizational leadership (senior management support)

Today the art of management in organizations are turning to knowledge management. Encourage (Hosseini, 2010: 235)

CONCEPTUAL MODEL

In this study the four main knowledge management, including leadership, information technology, organizational structure and corporate culture are analyzed and presented in the table below.
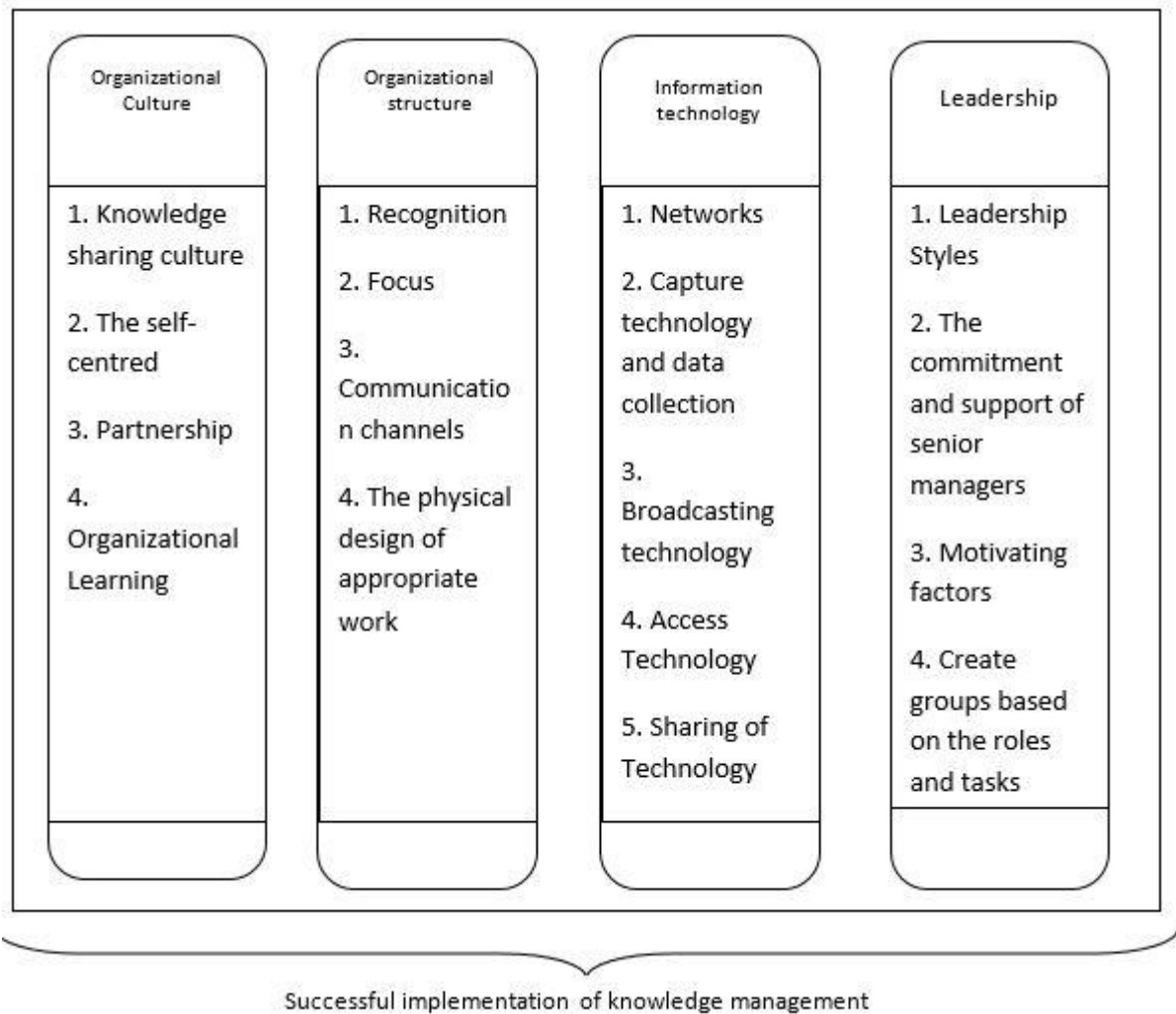
Figure 2 the conceptual model

HYPOTHESES

1. The implementation of knowledge management in the region, it seems that the status quo is not acceptable as the Samen.

2. It seems that the most important aspect of culture in the implementation of knowledge management in the study area

3. It seems that there is clearly a factor in the organizational culture and trust in the organization and the elimination of bureaucracy and hierarchy in the organizational structure of the office, in the corporate interests align with the interests of personal and organizational leadership in the information technology and electronics increased staff training is a more effective.

4. It seems that the significant gap between the current situation and status of case mentioned in there.

5. It seems that the status quo in the region in the implementation of knowledge management Samen no significant difference

RESEARCH METHOD

In this study, the approach inductive and deductive approach is used. In the present case the strategy was that the study, Mashhad Municipality is Samen. In this study, to collect raw data from a questionnaire survey about preparedness with regard to the implementation of knowledge management were key success factors. In this study, to assess the readiness of the four key factors of success was the implementation of knowledge management. In general, the scale consists of four dimensions and 33 items were used. Replies to valuation of Likert five degrees in the field of impact assessment both of the above (with the spectra of very low, low, moderate, high and very high), as well as assessing the current status of each dimension (with the spectra of very poor, poor, average , good and very good) was used. Interviews were carried out face to face interviews for this study consisted of 5 directors and experts in different parts of the city of Mashhad Municipality Samen snowball method to assess their views on the importance of the impact of each of the four dimensions (organizational structure, organizational culture, information technology leadership and organization) in the successful implementation of knowledge management as well as the status of the organization. Data from the interviews were analyzed

through coding and analysis of the subject. By analysing the interviews, the importance and influence of each of the dimensions listed in the successful implementation of knowledge management are generally determined the current status of the organization was determined. Finally, ways to improve any aspect of this study was delivered to the small size of the population (95 cases), and according to Chris table - Morgan estimated sample size was 85. Data analysis was performed using SPSS software LISREL such as T-Test test and one sample was used radar analysis.

QUANTITATIVE ANALYSIS OF DATA

The impact of four aspects of the implementation of knowledge management in the municipality Samen

The implementation of knowledge management is generally four basic dimensions of organizational structure, organizational culture, information technology and leadership influence.

Table 1 Standard and significant factor loading and relationship variables affect the success of the implementation of knowledge management in the municipality Samen

The dependent variable	Independent variable	Standard operating load	Confidence level	Result
Knowledge management	Organizational structure	0.37	.000	✔
	Organizational culture	0.42	.000	✔
	Information Technology	0.42	.000	✔
	Organizational leadership	0.29	.000	✔

Figure 1 shows the standard operating load and significant variables affect the success of the implementation of knowledge management relations in the municipality Samen

First Dimension: organizational structure

According to Table 1 can be expressed in a standard factor loading effect
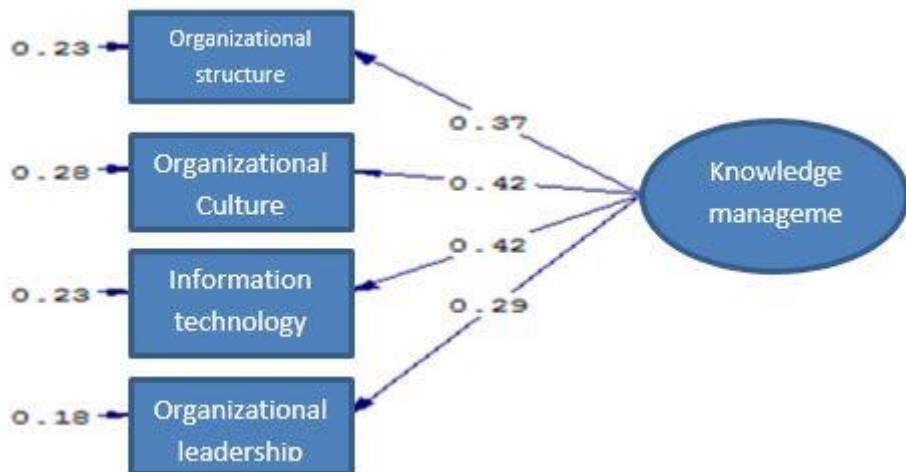
The successful implementation of KM 0.37 was obtained 0.3 to 0.6 and showed a modest impact on the successful implementation of knowledge management and organizational structure. Also a significant level of 0.0001 is obtained which represents a meaningful relationship.

The second dimension: organizational culture

According to Table 1 can be expressed in a standard factor loading impact of organizational culture on the

success of the implementation of knowledge management between 0.3 to 0.6 and 0.42, respectively, which shows a modest impact on the success of the implementation of knowledge management is the organizational culture. Also a significant level is obtained of 0.0001, which represents a meaningful relationship.

The third dimension: Technology and Information

According to Table 1 can be expressed in a standard factor loading of the impact of technology and the suc-

cess of the implementation of knowledge management between 0.3 to 0.6 and 0.42, respectively, which shows the average effect of technology and information to be successful KM implementation. Also a significant level is obtained of 0.0001, which represents a meaningful relationship.

Fourth dimension: organizational leadership

According to Table 1 can be expressed in a standard factor loading effect of organizational leadership in the successful implementation of knowledge management

was 0.29 and less than 0.3 indicates that the organizational leadership little impact on the success of knowledge management implementation. Also a significant level is obtained of 0.0001, which represents a meaningful relationship.

QUALITATIVE ANALYSIS OF DATA

The quality of each of the managers and experts in approximately 30 minutes on average to the time axis is set to discuss the details and duration of each interview was given in the following table.

Table 2 shows the profile of the interviewees

Code of respondents	post	Organization Name	Experience	For interview
1	Project manager	Samen Municipality	12 years	30 minutes
2	Project manager	Samen Municipality	21 years	35 minutes.
3	Responsible for project control	Samen Municipality	5 years	30 minutes
4	Technician	Samen Municipality	15 years	25 minutes.
5	Technician	Samen Municipality	8 years	20 minutes.
				Total: 140 minutes

Interviews were conducted in accordance with the order below is just around four themes Those interviews regarding the current situation of each of the four dimensions of the implementation of knowledge management in their organization and the degree of influence they asked questions, and finally they were asked to provide solutions for the improvement of knowledge management organization.

First Dimension: organizational structure

In general, the interviewees status Dimension the poor organization and also the degree of impact on the successful implementation of knowledge management were assessed lower priority than other aspects. According to one of the interviewees and the cost of staff and sharing their experiences with others to carry out the tasks given; The number of employees working in various fields have the ability to transfer or share its experience not have and other people who are in positions unrelated to his knowledge false information are placed at the disposal of staff. He proposes to eliminate the problems mentioned above, "it is better to a group of legal experts based on job description for each person in the organization And to determine the nature of the authority and responsibility of the individual's duties as well as placing people in the right positions to write and people to communicate, implement and supervision over the law of their choice." He also noted that "as long as the traditional form of bureaucratic management and staff of authority in various fields not only do not share their knowledge workers, but refused to express new ideas and their creative refuse. (Code 2 above) Two of the interviewees on the question of the appropriate physical design environ-

ment for sharing knowledge note that "Working indoors to the more formal communication and therefore knowledge and information sharing between individuals is difficult." (5 and 1) One of the two proposed "It is better working environment as staff rooms separated from each other and the staff is better Such as private organizations are separated by partitions, so employees can communicate more with their knowledge of each other. " . (Code 1 above)

The second dimension: organizational culture

In general status of the organization by the interviewees Dimension the weak and the impact of this Dimension the successful implementation of knowledge management in large organizations were evaluated. One of the interviewees stated that "In the field of knowledge management training to staff to improve skills And inform them of the benefits of knowledge management is one of the points It should be noted that staff in the organization has too often not aware of the benefits of knowledge management. " He said, "It is better organization of staff training and specific meetings with knowledge management and its benefits to Individuals gradually learn to accept the culture of knowledge sharing." (Code 3 above), according to the interviews conducted for this Dimension interviewees often a top priority for the successful implementation of management knowledge are culturally appropriate to trust the staff know. They all believed that trust in the organization to share their knowledge with each other and the involvement of more Individuals.

The third dimension: IT

In general status interviewed later by poor organization and the impact of this Dimension the successful implementation of knowledge management in the organization were assessed as high. According to the interviews conducted for this Dimension interviewees often a top priority for the successful implementation of information technology appropriate to knowledge management in the field are required to know As well as ease of access and use of online tools such as the Internet for all employees as the most important risk factors noted in this Dimension. One of the interviewees stated that "as long as the Internet available to everyone in the organization is not even in the field of education is the farce." (Code 3 above)

Fourth dimension: leadership

However, Dimension general situation in the middle of the interviewees and the impact of this Dimension the successful implementation of knowledge management in large organizations is assessed

One of the major problems in this regard by one of the interviewees referred to the lack of knowledge is a written strategy, which means that the leader has written about knowledge management is a strategy that

has not. He suggested that if the leader of a core strategy which is in line with the objectives of the organization in writing and the different ways that people naturally exposed employees to knowledge management and information sharing are more value. (Code 4 above)

One of the interviewees stated that if the sharing of knowledge and experiences to the price paid enough by the leader of more people are encouraged to put their knowledge to the other employees. "He said, "for sharing knowledge for the benefit not only employees but are not considered when sharing their knowledge fear of dust jobs and this shows that it is not appropriate sharing of knowledge by the leader." He suggested that "if the sharing of knowledge by staff benefits (financial and non-financial) granted by the leader with more peace of mind with their colleagues put their information. (Code 5 above)

Test assumptions

First hypothesis: It seems that the status quo, making the implementation of knowledge management in Mashhad Samen is not in good condition.

Examination results T - test one sample for various aspects of knowledge management in the municipal area Samen

dimensions of	mean	Value of t	Significance level	Confidence interval	
				Lower limit	Upper limit
Organizational structure	2.29	32.672	.000	2.15	2.43
Organizational culture	2.22	31.269	.000	2.08	2.36
Information Technology	2.23	29.410	.000	2.08	2.38
Organizational leadership	1.54	25.596	.000	1.428	1.66

According to the results obtained using T-test and averages achieved in different aspects of the status quo in all four dimensions shown in Table 3. Average all aspects of the current situation of knowledge management in the municipality of Samen is inappropriate; and less than 5.2 is assessed, and this means that the hypothesis is confirmed, which means that the current situation in the municipality Samen implementation of knowledge management is not in good condition. The second hypothesis: it seems that Dimension most important aspect of culture in implementation of knowledge management in the study area. The coefficient obtained for the dimensions of organizational culture and technology in the municipal area ratio between 0.3 to 0.6 Samen 0.42 and the average the effect of for each dimension in the implementation of knowledge management is predicted; Thus, according to the results of the above hypothesis is accepted for the municipality Samen means that organizational cul-

ture is the most important aspect in implementation of knowledge management in the municipality Samen.

The third hypothesis: It seems that efforts to eliminate bureaucracy and hierarchy in the organizational structure of the office, operating in the organizational culture and climate of trust in the organization explicitly stated in Dimension information technology factor of electronic training of staff and in the leadership of the interests of the organization in line character and line with the interests of any organization is the to have greater impact. According to the results obtained in the municipality Samen in the organizational structure, ease of sharing information between the various units of the organization, in the organization's culture, there is an atmosphere of trust in the organization explicitly stated in the information technology, the use of systems by making a great manager and Dimension leadership of the organization, corporate interests align with the interests of individuals known by the leader of

most important dimensions of. According to the results of Dimension organizational culture and leadership in the area of the municipality and of the organizational structure and IT Samen confirmed in hypothesis in the study area were rejected.

The fourth hypothesis: it seems that a significant gap between the current situation and status dimensions of research in the area of study.

Table 4 Test T - test paired comparison of the different aspects of knowledge management in the municipality Samen

| Dimensions	Average importance	Average performance	Mean difference	T value	Significance level	Confidence interval	
						Lower limit	Lower limit
Organizational structure	3.93	2.00	1.93	54.930	.000	3.79	4.07
Organizational culture	3.90	2.30	1.60	49.156	.000	3.74	4.06
Information Technology	4.03	2.22	1.81	53.841	.000	3.88	4.18
Leadership	4.66	2.24	2.42	77.182	.000	4.54	4.78

Based on the results obtained from the difference between the desired and the current status of the organizational structure of a significant amount of 93.1 is obtained gap between current and desired status in the organizational structure obtained 0.000 which is smaller than the error (0.05), so the ideal situation and the factors affecting the successful implementation of knowledge management front in the organizational structure significantly different. The significant gap between current and desired status in the culture obtained 0.000 which is smaller than the level of error (0.05) and so the ideal situation and the current status of factors affecting successful implementation of knowledge management in the organizational culture significantly different.

The significant gap between current and desired status in the technology and information obtained 0.000 which is smaller than the level of error (0.05) And so the ideal situation and the situation in the factors affecting the success of the implementation of knowledge management and information technology, there is a significant difference. The significant gap between current and desired status obtained in the leadership of 0.000 which is smaller than the level of error (0.05) And so the ideal situation and the current status of factors affecting successful implementation of knowledge management in the organization's leadership, there was no significant difference.

According to the analysis made by paired t-test for each of the different aspects of knowledge management and compared the current situation and status and achieved a significant the level of sig = 0.0000, in all various dimensions (Organizational structure, organizational culture, leadership, organization, technology and information) to separate each area municipality can say with 99% confidence hypothesis is confirmed,

which means that a significant gap between the current situation and status Dimensions the study in the study area is

Figure 2 compares the current state and the desired state in the implementation of knowledge management in the municipality Samen
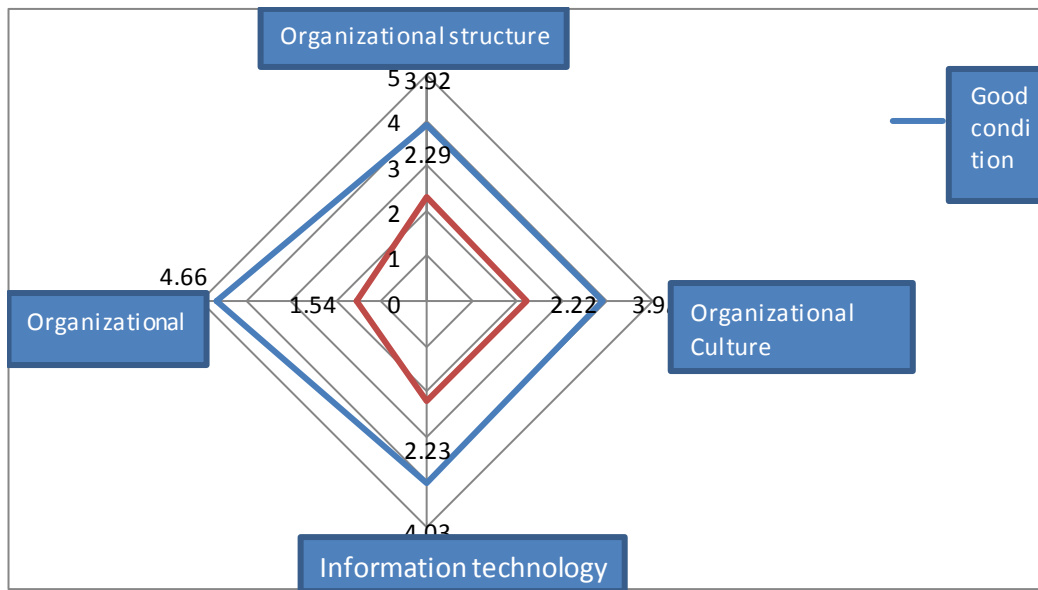
Fifth hypothesis: it seems that the status quo in the region Samen Municipality of Mashhad in the implementation of knowledge management there is no significant difference.

Table 5 test T - test paired comparison of the current situation regarding the various aspects of knowledge management Samen Municipali

Dimensions		Count	mean	SD	T-Value	Significance level	Confidence interval	
							Lower limit	Lower limit
Organizational structure	Samen area	75	2.30	.609	.144	-.880	.380	.296-
Organizational culture	Samen area	75	2.22	.615	.211	-.912	.363	.296-
Information Technology	Samen area	74	2.24	.655	.598	-.151	.880	.222-
Organizational leadership	Samen area	74	1.55	.520	.521	-.947	.345	.256-

According to the analysis was done using independent t the current status of implementation of knowledge management in the study area were analyzed and based on the result (sig = P<0.5) It can be said that the difference between the current situation of implementation of knowledge management in the municipal area was found Samen means that research is approved.

CONCLUSION AND SUGGESTIONS

This study shows that the current situation in the municipality Samen in the organizational structure, ease of sharing information between the various units of the organization, in the organization's culture, there is an atmosphere of trust in the organization explicitly stated in the information technology, the use of group decision systems by excellent manager in the Organizational leadership, in line with the interests of corporate self-interest by the leader of the most important aspects are known. The results Also show a significant gap between the current situation and status Dimensions the study was to compare the current situation in the region did not show a significant difference between the two regions.

OFFERS RESEARCH

The practical and theoretical aspects of the study, if successfully implemented knowledge management

system in the municipality of study according to the guidelines provided under each dimension must be strengthened. Samen district in the municipality of Mashhad inexperienced Individuals in key positions within the organization to publish information irrelevant or inadequate (and in some cases due to lack of experience resulted in the lack of sharing of knowledge) and Also to the staff and the cost of power to do things and sharing their experiences of others did not have. The number of employees working in various fields have the ability to transfer or share its experience not And other people who are in positions unrelated to his knowledge false information on their employees. In this context, it is recommended to experienced staff in the municipal authority and responsibility for the tasks to be As long as this people can share their knowledge and experiences to the municipalities to study the traditional bureaucratic be managed In this regard, it is not our workplaces and working environment of employees as separate rooms such as private organizations are separated by partitions. in the municipality should promote the readiness of managers and employees of the benefits of Knowledge Management in the municipality for shared and share cultural knowledge is not necessary And in the open atmosphere for sharing ideas and knowledge, there is, in this regard, municipalities have staff approach to knowledge (knowledge is power knowledge as a shared resource) and share it change. Another factor can be noted that organizational resistance to change is .Creating open space in the municipality in which the employees feel free and have allow expressing their own ideas and thoughts. One of the things that lead to knowledge sharing and to note the lack of staff of the benefits of sharing knowledge the skills and training to staff to inform them of the benefits of knowledge management is one of the points that must be considered. In this regard, municipalities have special training sessions to familiarize the staff with the knowledge and benefits as people began to accept the culture of knowledge sharing.

The third dimension: IT

Information technology is the one of the factors in the implementation of Knowledge Management. One of the main problems in this Dimension municipal employees access to the Internet and all the information is the on the line. This information will not be available on the amount of time employees spend searching in different folders to access the desired information. In this context it is suggested municipalities provide mechanisms by which information And experiences on organizational projects in compressed tablet placed at the disposal of all employees to not only prevent duplication And knowledge capital of their employees after they leave the organization to keep its employees but also to the fact that they need access to information easier. The lack of strong leads to the site that people outside the organization cannot gain precise

knowledge of the organization. In this context, it is recommended to hire the people expert in this field and has a strong site designed to introduce the organization to embark people and citizens.

Fourth dimension: Organizational leadership

One of the main problems in organizations not embracing these fundamental changes and challenges facing managers in the organization is. Recommended methods to improve managers' knowledge of the change in management are necessary to do this. One Dimension the other the lack of commitment and support of senior director of knowledge management is implemented. Furthermore, management support and organization of creative people is to reward creative ideas. Managers must be familiar with the work to improve the condition of the protection of creative ideas to improve strategies of the organization are met.

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