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## **The role of knowledge management in increasing the productivity of the organization**

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### **Abstract**

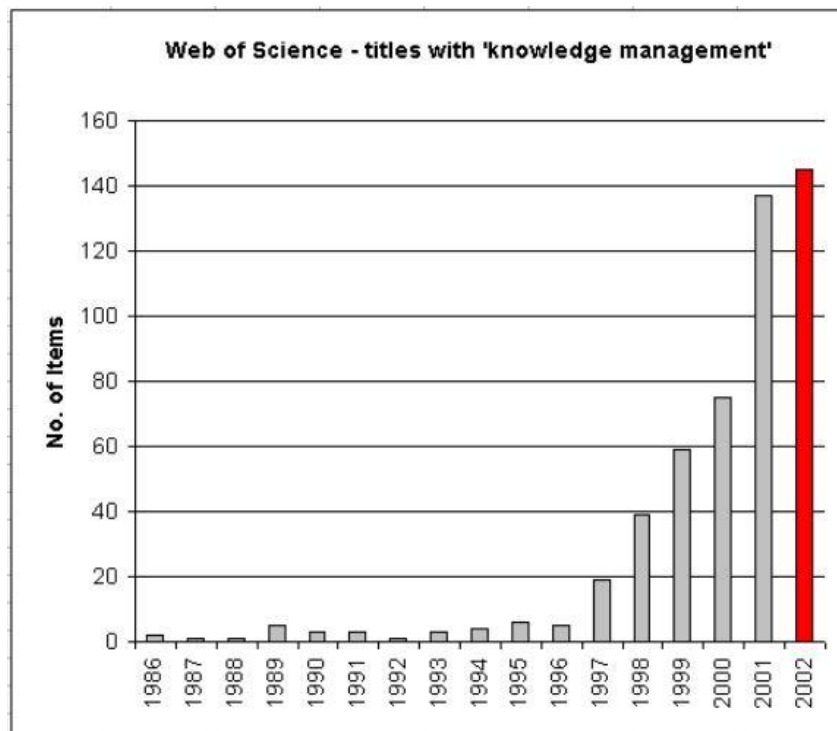
Current organizations place more emphasis on understanding, adapting, and managing changes in the environment, and have excelled in acquiring and using up-to-date knowledge and information to improve operations and provide better services and products to the client. Such organizations need to apply a new style of management called "knowledge management". Knowledge management is a process that helps organizations find important information, select, organize, and publish, and specializes in activities such as problem solving, dynamic learning, strategic planning, and decision making. Implementing knowledge management in the organization, like implementing any other method, should be done in a step-by-step and calm process. The most important goal of applying knowledge management in a variety of institutions is to quickly adapt to changes in the environment in order to improve efficiency and profitability. As a result, knowledge management refers to the process of how to create, disseminate, and apply knowledge in an organization. In other words, the ultimate goal of knowledge management is to share knowledge among employees in order to enhance the added value of knowledge in the organization. Knowledge management is a coherent systematic process that uses the right combination of information technology and human interaction to identify, manage and share the organization's information capital. These assets include databases, documents, policies, and procedures. . In addition, it includes both overt and implicit knowledge of employees and uses a wide variety of methods to seize, store, and share knowledge within an organization.

**Keywords:** Big Data, knowledge, productivity, knowledge management.

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## **Introduction:**

Current organizations place more emphasis on understanding, adapting, and managing the changing environment around them, and have excelled in acquiring and using up-to-date knowledge and information to improve operations and provide better services and products to the client. Such organizations need to apply a new style of management called "knowledge management". Knowledge management is a process that helps organizations find important information, select, organize, and publish, and specializes in activities such as problem solving, dynamic learning, strategic planning, and decision making. Implementing knowledge management in the organization, like implementing any other method, should be done in a step-by-step and calm process (Zhang et al., 2010). The most important goal of applying knowledge management in a variety of institutions is to quickly adapt to changes in the environment in order to improve efficiency and profitability. As a result, knowledge management refers to the process of how to create, disseminate, and apply knowledge in an organization. In other words, the ultimate goal of knowledge management is to share knowledge among employees in order to enhance the added value of knowledge in the organization (Yang and Ding, 1992; Qu and Liu, 2009).



The reference to the concept of knowledge management in Section 7.1.6 of the ISO 9001: 2015 standard indicates a major shift in the world of knowledge management. This is the first

time that one of the world's leading business standards has made explicit references to knowledge as an organizational resource, and there are clear expectations for managing that resource. The content of the new clause of this standard, which deals with this issue, is as follows (Surowiecki, 2004):

- The organization must identify the key and critical knowledge needed to carry out work processes and the quality adaptation of its products and services.
- This knowledge must be maintained and made available to stakeholders as needed.
- When the needs of the organization or external trends change, the organization must consider the current state of its knowledge and determine how to acquire or acquire any new knowledge required or update existing knowledge.

Internal resources such as intellectual property, knowledge gained from experience, lessons learned from success or failure in projects, acquisition and sharing of undocumented knowledge and experience, results in improvements in processes, products and services. External resources such as standards, universities, conferences, knowledge gathering from customers or external knowledge producers (Surowiecki, 2004).

### **Research Importance**

Knowledge management is an integrated approach to identifying, acquiring and extracting, retrieving, evaluating, sharing and creating all the organization's knowledge resources, in a way that helps the organization to achieve organizational goals (Wu and He, 2014). The purpose of knowledge management is to establish communication between experts and experienced people in the organization with people who need special knowledge. Creating such communication is facilitated by knowledge management processes and tools. Success in knowledge management requires the creation of a new work environment in which knowledge and experience can be easily shared. The theories offered by other theorists of knowledge management help us to understand them as much as possible (Su, 2015).

Among the results and achievements of proper knowledge management are increasing productivity, accelerating learning, making better and faster decisions, increasing the ability to develop, strengthening innovation and motivating employees, and so on (Xu, 2016).

Most large organizations today have realized that they will succeed because of their human skills and experience, not because of their physical and mechanical systems, and if they fail to raise the scientific and professional level of human resources in the organization, they will

definitely be left out of the global market. Given that competition plays a key role in private organizations, the issue of knowledge management has become the main factor in gaining more competitive advantage. For this reason, they have invested heavily in the use of this type of management (Loeb, 2016).

### **Results:**

Each person's knowledge, even in a particular case, may be different from others. Therefore, each organization uses a set of knowledge that has accumulated in the minds of individuals and in their minds to achieve their goals (Chen, 2009). If you do not use this knowledge, you can expect the failure of the organization or high costs due to the repetition of some decision-making processes and the lack of optimal use of experimental records and decisions. For this reason, leading organizations are collecting latent knowledge from staff and work groups, known as "knowledge capital." (Meziane et al., 2000).

In knowledge management organizations, this science helps to optimize communication between employees and create a culture of knowledge sharing between them. Although knowledge can be acquired individually, in order for it to be useful, it is necessary for all members of the group to participate in it (Loeb, 2016).

We are surrounded by complex economic, political and cultural issues, and the pace of change and environmental change is faster than we can imagine. Complexity and speed, along with global communications that cross the border, have put policy makers at risk. To make decisions in such an environment, they must be equipped with new tools and methods, and to achieve this goal, they must establish a new knowledge in the field of spelling.

The growing number of citizens is forcing the organization's knowledgeable to be exposed to the knowledge created and updated. Principles of knowledge management state that the most important valuable resource of any organization is the knowledge of its employees. This emphasis is due to the increasing acceleration of change in the organization and in society as a whole (Hart, 1991).

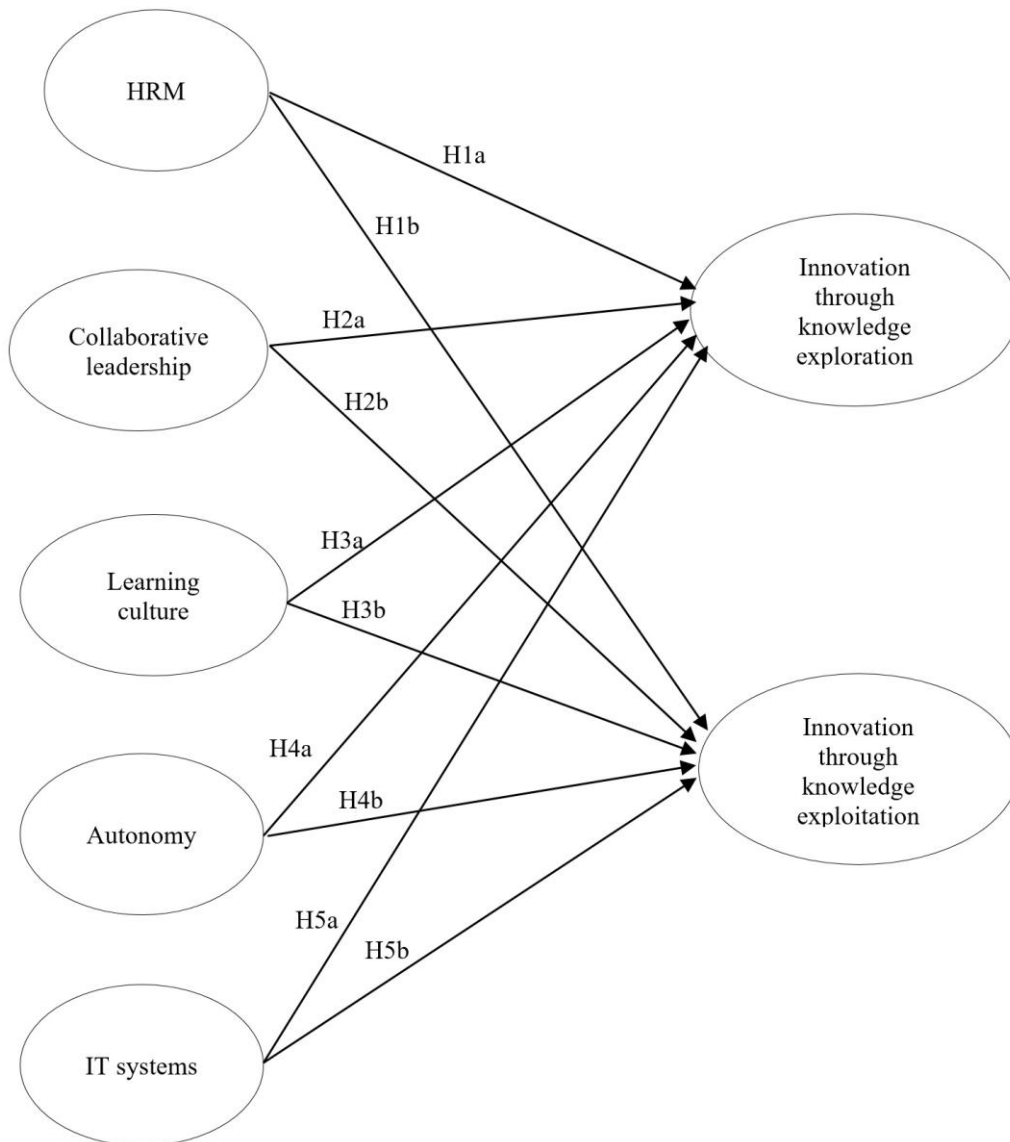
To institutionalize knowledge in an organization requires a continuous, efficient and dynamic educational system to use modern management tools, advanced techniques and technology to increase the scientific level and awareness of individuals due to the rapid changes in today's world in the organization (Zhang et al., 2010).

Once the organization's strategy, human resource management, systems, and organizational practices have been put into the framework of knowledge management, then we can say that organizational management is knowledge-based or knowledge-based.

Once the position of knowledge management in the organization has been determined and the strategies of the organization have been assigned accordingly, then we should look for it so that the clients of this organization, who are referred to as clients, are also in the scientific knowledge management framework. And it has increased its culture and ability to use the services of the organization without any problems and in complete peace and satisfaction. The focus of knowledge management is on improving the organization's ability (Krumeich et al., 2014).

<b>Factor</b>	<b>HRM</b>	<b>CL</b>	<b>LC</b>	<b>Aut</b>	<b>IT</b>	<b>Expl</b>	<b>Expt</b>
HRM	0.856						
CL	0.165	0.841					
LC	0.183	0.318	0.869				
Aut	0.156	0.336	0.246	0.846			
IT	0.121	0.084	0.127	0.075	0.829		
Expl	0.188	0.144	0.180	0.263	0.147	0.820	
Expt	0.175	0.163	0.193	0.215	0.249	0.331	0.784

<b>Path</b>	<b>Path coefficient</b>	<b>t-value</b>	<b>Result</b>
H1a: HRM →Exploration	0.161*	1.592	Accepted
H1b: HRM →Exploitation	0.255**	3.586	Accepted
H2a: Collaborative leadership →Exploration	0.123	1.269	Rejected
H2b: Collaborative leadership →Exploitation	0.233**	3.331	Accepted
H3a: Learning culture →Exploration	0.358***	5.363	Accepted
H3b: Learning culture →Exploitation	0.305***	4.011	Accepted
H4a: Autonomy →Exploration	0.321***	4.380	Accepted
H4b: Autonomy →Exploitation	0.093	1.391	Rejected
H5a: IT →Exploration	0.388***	16.011	Accepted
H5b: IT →Exploitation	0.166*	1.648	Accepted



**Obstacles to establishing knowledge management in organizations:**

The biggest obstacles are: organizational culture (lack of trust, communication and knowledge sharing) as well as lack of awareness and insight about knowledge management.

One of the obstacles to establishing knowledge management in organizations, which is considered as the most important factor, is the resilience of human resources in sharing knowledge because it considers knowledge as power and losing or sharing it. They perceive a reduction in power and consider their knowledge as a factor in job security, so they refuse to share their knowledge and expertise. To overcome this obstacle, we need to change the perspective of human resources on this misconception (Zhang et al., 2010).

Other obstacles include organizational factors, hierarchical and inflexible structures cannot be a good platform for knowledge management, other structural factors include lack of trust and support of top management of knowledge management activities and programs. And the inappropriate styles of leadership also pointed out that in this regard, the description of inappropriate jobs and repetitive jobs, ambiguity and conflict in the structure of the organization will also be undesirable for knowledge management. In this regard, it is necessary to reform the salary systems that increase the financial motivation of the forces.

- Lack of human relations in organizations that increase knowledge.
- Lack of proper communication between knowledge management and organizational strategies
- Lack of clarity of knowledge value and knowledge management and incorrect evaluation of the help that knowledge can provide to the organization.
- Lack of comprehensive value in knowledge management efforts
- Problems with oral skills in the organization (Zhang et al., 2010).

## **Conclusion**

It should be noted that, in principle, the management of something intangible and mental, such as knowledge, is not possible. What is managed is the sources of knowledge-related technologies, processes and techniques, and most importantly, the human element that is the source of all knowledge. An organization or company that has not motivated its employees to share knowledge will lose a significant amount of knowledge.

The key point behind knowledge management is that improving all the factors that lead to an organization's success, such as organizational creativity, product and service quality, customer satisfaction, depends on the availability and efficient use of superior and better knowledge.

In knowledge organizations, knowledge is easily transmitted and made available to all employees. Once employees have access to organizational knowledge, they can get to know their environment and make it meaningful. They can find new and better ways to get things done, work together, fill the knowledge gap, increase productivity, satisfy customers, and ultimately gain effective competitiveness.

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