



Investigating a relation between knowledge management and organizational performance of staff personal of Qazvin province's Sepah Bank

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Original Article:

Received 30 Oct. 2015 Accepted 10 Dec. 2015 Published 30 March. 2016

ABSTRACT

This research is aimed to investigate a relation between the knowledge management and organizational performance of the staff personal of the Qazvin province's Sepah Bank. The research type is an applied goal one, because its main goal is promotion at an applied knowledge in organization field, also it is a descriptive research and would be named as correlation due to the method a descriptive research and would be named as correlation due to the method of the research, since we want know is there a relation between variables on is so, that is how much and which direction? First, a series of the sub structural elements in the management knowledge, culture, technology and organizational structure have been identified, than the variables of the organizational performance were assigned as well. The main question whether is there any relation between organizational performance and knowledge sub structural capacities? Our statistical population is the whole of the Sepah Bank's staff personnel as the 59- the whole selected over a number limitation – To find information about the theoretical bases and the ended studies, the various data collected from Persian and English available sources at the Iran's national library, the central library of Tehran University, articles, specialty monthly – printed magazines, management publications, internet, and authoritative sites, also we had a field research to collect needful data so that reach to a fine know how about the introduced variables relationship. These research variables have two parts as follow: knowledge sub structural capacities and organizational performance. The knowledge sub structural capacities include: technological sub structures, organizational culture and structure. This research has used the various questionnaires from the different scholars and authors, those who had an approved rhetorical questionnaires. More over, this rhetorical trend has been reviewed by the research-based experts, so that these questions have not any defects or ambiguities as refer to the respondents, also to assign the dynamic size, there is a-Kronbach coefficient in this questionnaire of the organizational performance and the knowledge management is %951 and %921 respectively, then the both ones are highly accountable. To investigate the relation between the various variables, first we should confident over a data normality via evaluate Golgi and traction coefficients, then to answer to the questions and assign a relation between the two variables, we refer to the Person correlation test. Also, we have used the variance analyze and T-test to having confident over the averages comparison. The results clearly shoe that there is a significant relationship between the knowledge management and organizational performance, but there was not any great difference between varages made by the men and women group for the two above- said items and in end, the personal with a different academic degrees are consensus over the both variables to.

Keyword:

Knowledge management, knowledge management sub structures, organizational culture and structure, organizational performance and technology

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Peer review under responsibility of **UCT Journal of Management and Accounting Studies**

INTRODUCTION

From the emerging knowledge management up to now, this item has been as the important for the organizations managers and researchers, also because of it there have been the numerous articles and studies. In the beginning of this emerging, the related literatures were concentrated on its technological aspects, human and social elements, but today this concentration is over performance and productivity. The knowledge management is looking to set up and promote the organizational knowledge-based assets and is related to identify, create utilize and divide of the same knowledge. The ultimate goal of the knowledge management is improvement of the organizational performance via the knowledge utilization.

Today, trans-industrial community is a data community in which synergic technologies gradually leave for the knowledge-based technologies, and the organization in this dynamic and complex place have to use this new knowledge constantly by introduce and utilize it in to the assigned products. Therefore, these organizations to have an improvement in their knowledge-based performances, should rely on the best knowledge and logical decisions. Now, in the various organizational namely, the Bank's managers are eager to make the knowledge management systems to grasp better results. The knowledge capacities one include: technology, organizational culture and structure.

One of the most important goals of the knowledge management is, this item could decrease the risk of losing the valuable knowledge as the personnel leave the organization and also the companies' intelligence as layoffs happen in it. A culture based on a positive attitude toward the ledge and not fear over its divide with others may be led to lose it, should be entered in to the members perceptions, attitude and values. Davenport says the essential parameters of the knowledge management should be refer to? An organization would have a better knowledge management in this regard: safeguard of the key members, promoting motivation system, knowing the place and improving costumers services. This knowledge in the same knowledge management is the capital that would be better for more effective management via providing and pare the way to investment in the other field relation between knowledge management and organizational performance. It is seem predicting the factual results of the knowledge management is not easy to go. Nonetheless, it's right that persons are main controller of the same knowledge management. The organizational performance over fetch, organize and motivate of the human sources. Many of the researchers and schalers have been argved over the role of the knowledge management on organizational performance staten and crack (2003) have introduced a model about the same subject. The main role of the organizational have introduced a model about the same subject. The main role of the organizational performance is: control, measurement, intervention in arrangement, imagination, issue and utilize the knowledge from the personnel.

Salmoon and sopn (2007) have identified the human sources role in the knowledge management strategies of the human sources as below:

- 1- balance between knowledge management (Km) and business guidelines
- 2- identify efforts advantages of knowledge management (Km)
- 3- select a correct plan in knowledge management.
- 4- Implement the knowledge strategy.
- 5- Creating a supportive plans of knowledge management.
- 6- Feasibility in use of technology for the same plans.
- 7- Introduce a knowledge management team.
- 8- Introduce a knowledge management leadership

The knowledge management (Km) in organizational performance has a chain of the common activities and goals as introduce the work units, team, functional –mutual cooperation and also in inter- organization networks and communications and whole fornties, but if we compare the knowledge management cycle with the organizational performance processes, we can see various common items. This knowledge should be concentrated on empowerment and individual knowledge processes, and this trend could be led to better decisions in the sources level.

The knowledge management is a correct and targeted utilization of the organization's tangible and non-tangible assets and the personnel knowledge toward control and direct the organization's source. In this knowledge-based ear, the organization's show more propensity to grab this knowledge management, then its design and quality utilization would be a great point to reach to success. Although, Sepah Bank has be provided a planning and research center in the country baking system to make ground to train and experiences exchange in inter-intral bank and also has a development expect-level wok group and establish a permanent secretariats to encourage personnel to introduce the new ideas and applied knowledge, but there is not any investigation in the knowledge management relationship with this bank's staff personnel at all. The researchers is looking to have a cles look at individual aspects in the organizational performance and knowledge management capacities and also identify the weakness and strength points of the organization to reach to a better knowledge performance and finally have a more suitable planning after being established this knowledge management. Despite a series of the structural differences in the various banks, it's better a performance evaluation of the knowledge and identify their weakness and strength is provided, so that a more proper reforms and planning's could be provided too. (like the same research) This paper shows just one organization would be standing, one who keep its competitive advantage. The schalers say, this lasting would be grabbed by the same knowledge management. The persons are main part of this puzzle, because knowledge management has a direct view of point with the persons propensity to divide and share the knowledge. The persons and technology process could be as a stimulant or hurdle in the knowledge path.

Today, the managers clearly know importance of the knowledge, but are concern cannot implement this system in its due date and can use of its returns, and may be face with a great failure.

This research shows how does sepah bank side with knowledge is sub structural capacities, organizational culture and structure and technological sub structures and what is done to reserve the knowledge? Likewise, this question presented is there relation between knowledge management and staff personnel performance of sepah bank?

Bank ground and theories

Investigating the various literatures show that growth in the knowledge management field is just of its path, because despite an old presence, still is investigating on the backgrounds or results tests in the companies and organizations and mostly had a survey method and often documentary study.

The main findings are:

- in the most of cases the effectiveness of the knowledge management in speed up affairs and the organizational growth has been completely proved
- there is a relation between investment in IT and knowledge-based share
- an encourage to share the knowledge had an impact on its promotion too.
- A change of the organizational culture toward empower of the knowledge share been as necessities to grasp success I n the knowledge management.
- Knowledge management (Km) would promoted over time in the organizational strategies chart.

This field has been leap growth but a little diversified. This field has a more visual knowledge, in the international level that is known as the "Is", although the most to the article are being published via the same "Is", but they had a theory orientation instead the pragmatism. This theory says knowledge is asset key for the organization, the researchers have said the knowledge organizational would be led to the positive organizational performance, they also say this is as a double-edge sword. The most important sorting is done by Doun: explicit and implicit the implicit knowledge, fist time has been pointed out by pebini (1984), this is an un-written knowledge often organization too. In early 1990s, the knowledge management seriously entered in to the organization-based literature. Habermes (1972) says knowledge should not be taken as an abstract one, but a will-based product. The first generation of the knowledge management was presented in 1996, second one was looking to change the organizational system. Ikirojro Nonaka and Hiro takkuch, (1995) introduced the four processes in the knowledge management as below: issue, fetch statement and mixing- the third generation is underway as the new knowledge management, this generation is a bridge between practice and knowledge. The companies have a source point of view than they can preserve their sources value via competitive advantage collecting the sources would bring a business success doubtlessly. Nontheless, a simple plan based on the sources to reach to a successful company would be over simplicity. In a knowledge- based economy; working forces, land and knowledge organizational and entrepreneur are main contents. The knowledge management capacities (achieving knowledge, convert knowledge and its utility) are in type operations of the company and also are derivatives from the organizational culture and structure. The knowledge management and organizational performance are a must in

success at a business. The various results show the knowledge management has a positive impact on performance, Darov says support of the same process has a positive impact on performance as well, he argues achaving the knowledge has not a direct impact on performance also its proferation has not any positive impact on performance. The first goal of the same article is a reinvestigation over relation between the organizational performance and knowledge management.

Although there were numerous studies over the same subject, but this research interrupts the organizational non-learning process. A relation IT and performance is a mediator for the organizational learning.

The knowledge management and organizational learning are two similar themes and also would be mistaken by the managers. The knowledge sectors due to huge inputs, short life cycle of the product, high demands to order-products and high production value, always are so compacted ones.

Therefore, the results related to the similar Taiwanese companies, would be introduced important information about behavior of the knowledge management in the business community. The next section would be started by the relation between knowledge management and organizational performance, we can promote the said relation between dependent and free variables. We have tested our theories by the structural equations modeling via data from the production personnel and financial companies. Finally,, we investigate on results and consequences. The data have more importance in the today economy, and the knowledge management would be as a competitive advantage for some businesses too, in fact this field is looking to resolve our problems and issues. The knowledge management has been investigated from the organizational capacities strand. This point of view shows that the knowledge sub structures consist: technology, structure and culture a long with a process to achieve, convert, utilize, and preserve of the needful organizational capacities or is as pre condition to have a better knowledge management .These results have made a base to understand the competitive grounds which could be added to a company's knowledge management.

The knowledge is not just an important source for the company, but also is a competitive advantage, so, these capacities are directing the above processes that knowledge could be used better and more effective.

With an effective in the knowledge management process, most of the companies claim this is fine for their performance. Based on, the knowledge management is to great an innovation and better performance.

But still there are different results in sub-processes and organizational performance that should be convefully tested. This performance is a repeat subject in many of the management branches and also is interested by the authors and scholars.

Although, the theme of the performance has greatly been recognized, but the performance behavior in the research places (Today) would be most-faced item for the academic researchers. There are huge amount of the publications in the field, then we cannot be so hopeful over a determined principles and definitions, even some completely disappointed, then the financial performance,

effectiveness, and operational performance should be used in this subject.

Traditionally, the organizational performance hints to the financial performance whereas there are another effective variables like subject, assets, operation, products, services markets and human sources. Thus a financial growth would be depended to the organizational success. Nonetheless, this them has capacity to grab more aspects. A measurement system has a great performance, it shows real performance of an organization, and how much can achieve success in this trend. More importantly, it can help to manage a change too. Hence, qualitative measure would be more suitable to investigate key goals as proficiency, direct decision-making and feasibility. Darov (2005) uses a comparative measurement, for example in average with whole of industry, our revenue is more-these measures clearly show performance and internal management, instance, we had more revenue than 5 years ago, this measures are rooted in the financial and non-financial measures (like market share and sale growth)

Anyway, this effective knowledge management should be helped to the aspects by boosting the capacities, also when the companies do so, they could have better marketing to cover up the costumers needs, finally, this effectiveness would be shown itself in over-normal performance.

Research method

This research is a descriptive one, and would be named as correlation based on research method as well, because we want know is there any between variables and if so, how much and which direction? In a conceptual model a field research has done to collect data. The research variables would be divided as follow: knowledge sub structural capacities and organizational performance. Indeed, this questionnaires have been reviewed by the experts, so that there is not any ambiguities in it as refer to the respondents and all goals could be achieved. To have a dynamic, we have used a-kron back coefficient. The total value for this coefficient of the organizational performance and the knowledge management is %951 and %921 respectively, then the both ones are highly accountable.

Statistical population and its size

In this research the whole of the statistical population are experts and managers of the staff head quarter of the sepah bank as they are 59-because limit in their number, whole be taken as the samples.

Data collecting methods

To find information about the theoretical base and the ended studies, the various data have been collected from Persian and English available sources at the Iran's national library, the central library of Tehran university, article, articles, specialty monthly printed magazines, management publications, internet, and authoritative sites, also we had a field research to collect needful data.

Data collecting instrument

		Knowledge
Performance		0742(**)
		0000
		59
Ability		0489 (**)

Our questionnaires have likert 5-option samples also it has a vating form: overhigh (9), high (8), average (5), low (3), underlow (1). This has two variables: knowledge sub structures, organizational culture and structure.

Data analyze method

The gender sector showed that the men were more with 72/9% against the women 27/1%-out respondents have various degrees as follow: diploma 54/4%, 46/9% upper diploma (associate), B.A 42/3%, moster and upper 15/13%, than B.A was highest one. The some of 49% respondents were over 35 years also 41% had 15 years experience and more that had highest digit in this group. To investigate relationship between variables and first theory based on a relation between knowledge management and organizational performance would be executed by Goal; and traction coefficient to find a data normality. These coefficients were 2, 2, than the variables distribution is close to normal and would be used the parametric tests as well. The variables average is higher than theoretic average (5) and both, we used the Pearson correlation test.

This table shows there is a positive relation between organizational processes and performance ($r=0/506$)

		Organizational processes
performance	Pearson correction coefficient	0506(**)
	Significance	0000
	Number	59

Organizational culture and performance correction coefficient –this table shoes is a positive relation between organizational and performance ($r=0/754$)

		Organizational culture
performance	Pearson correction coefficient	0754(**)
	Significance	0000
	Number	59

Organizational performance and policies – this shows there is a positive relation between organizational performance and policies ($r=0/517$)

		Organizational policies
performance	Pearson correction coefficient	0742(**)
	Significance	0000
	Number	59

Organizational performance and knowledge management correction coefficient-this table shows there is a positive relation between two items ($r=0/742$) Correlation coefficient of knowledge management and organizational performance parameters. This table shows there is a positive relation between the two items.

		0000
		59
transprancy		0669(**)
	Pearson correlation	
		0000
		59
help		0600(**)
		0000
		59
stimulant		0578(**)
	Significance	0000
Evaluation		0676(**)
		0000
		59
Validity		0702(**)
		0000
		59
Place-environment		0629(**)
		0000
		59

Correlation coefficient of organizational table (15-4) shows there is a positive relation between the performance and knowledge management parameters. This two items.

		Knowledge management	Technology	Culture	Process	policies
Perform ance	Pearson correlation coefficient	0745(**)	0645(**)	0754(**)	0506(**)	0517(**)
	Significance	0000	0000	0000	0000	0000
	Number	59	59	59	59	59

Based on the second theory that there is a difference between point of view of the men and women about the organizational performance and knowledge

management, so we have measured the descriptive indexes for the both (women-men) parameters. Descriptive indexes of organizational performance and knowledge management parameters. (women-men)

	Gender	Number	Average	Standard deviation	Average standard variance
Technology	Women	16	6.357	098906	024726
	Men	43	509482	1.03742	015820
Culture	Women	16	5.9063	1.70508	042627
	Men	43	5.2647	1.90629	029071
Process	Women	16	5.5417	081536	020384
	Men	43	5.5445	1.1035	016887
Policies	Women	16	5.4792	1.51030	037758
	Men	43	5.6239	1.25612	019156
knowledge management	Women	16	5.74107	1.04329	026082
	Men	43	5.5887	1.13008	017234
Ability	Women	16	6.8125	1.741045	043511
	Men	43	5.8488	1.57561	024028
Transparency	Women	16	6.7054	095115	023779
	Men	43	6.4585	094121	014353
Help	Women	16	5.8750	089107	022277
	Men	43	5.9488	1.46846	022394
Stimulant	Women	16	5.8750	1.56761	039190
	Men	43	52.4651	1.78492	027220
Evaluation	Women	16	6.0139	1.11840	027960
	Men	43	5.8579	1.06307	016212
Validity	Women	16	5.5625	1.01630	025408
	Men	43	5.6589	1.16267	017730
Environment-place	Women	16	5.4500	072847	078212
	Men	43	5.5488	1.45543	022195

Performance	Women	16	6.0420	098695	024674
	Men	43	5.8267	1.10674	016873

These data show there is not any significant difference between women and men and validity, we have used the T-test to average comparison.

T, F tests

Organizational performance and knowledge management

		Leven's variance equality test		t-test two independent samples						
		t-test	Freedom		Average difference	Average standard variance	Confidence distance 9			
Technology	=	016	901	291	57	72	08748	30014	051354	68849
	≠			298	28.112	768	08748	29354	051371	68866
culture	=	714	402	1.181	57	243	64160	54335	44645	1.72695
	≠			1.244	29.888	223	64160	51596	41230	1.69550
Process	=	739	394	009	57	993	00283	30412	61181	60815
	≠			011	36.512	992	00283	26470	53941	5335
Policies	=	094	760	372	57	11	014471	38882	92230	63388
	≠			342	23.16	736	14471	42339	1.02021	73079
Knowledge management	=	204	653	469	57	641	1502	32444	49767	80169
	≠			468	28.983	630	15201	31262	48738	79140
Ability	=	663	419	2.031	57	047	69366	47458	1332	1.911400
	≠			1.939	14.722	064	96366	49705	06061	1.98794
transparency	=	008	929	893	57	375	24689	27639	30658	80035
	≠			889	26.658	382	24689	21554	32335	81712
Help	=	3.522	066	0188	57	852	0384	39265	86011	1244
	≠			234	44.430	816	07384	31587	71025	5658
Stimulant	=	789	378	809	57	422	40988	50673	60482	1.42452
	≠			859	57	623	15601	31565	57608	78810
Evolution	=	106	746	494	57	623	15601	31565	47608	78810
	≠			483	28.742	633	15601	32320	50866	82068
Validity	=	190	665	292	57	71	09641	32974	75670	56987
	≠			311	30.577	758	09641	30982	72866	53583
Environment	=	4.513	038	259	57	797	09884	38187	086352	66585
	≠			344	51.821	732	9884	28710	67500	4733
Performance	=	143	701	683	57	497	21534	31519	41581	84648
	≠			720	29.970	477	21534	29892	39513	82583

These data show there is not a significant difference between these promoters. In other words, even though there are higher average in all parameters against the theoretic average ($u=3$), but still there is not a great difference between women and men, then we can say that women and men are consensus over these parameters (this research theory is not verified)

Third theory: personnel with different degrees have not consensus over knowledge management and organizational performance.

We have investigated these descriptive indexes did to differences between the same personnel.

Descriptive indexes of organizational performance and knowledge management parameters (personnel with different degrees)

	Number	Average	Standard deviation	Average standard variance	Confidence d		
					Min	Max	
Organizational performance	Diploma	15	5.5228	1.40242	036210	036210	4.74
	(associate) uppers diploma	10	5.6906	1.38650	043845	4.6988	6.6825
	B.A	25	5.9908	077811	015562	5.6697	6.3120
	Doctoate andover	9	6.4112	051073	017024	6.0186	6.8037
	Total	59	5.8851	1.07134	013948	5.6059	6.1643

Knowledge management	Diploma	15	5.4900	1.29275	033379	4.7741	6.2059
	(associate) uppers diploma	10	5.7083	1.27744	040396	4.7945	6.6222
	B.A	25	5.6802	098476	019695	5.2737	6.0867
	Doctoate andover	9	5.6362	12.02821	034274	4.8459	6.4266
	Total	59	5.6299	1.10042	014326	5.3431	5.9167

This table show there is not significant difference between parameters, and to more validity, we have used the variance analyze test to the averages comparison.

F-Test for parameters of organizational performance and knowledge management (personnel with different degree)

		Total squares	Freedom	Average square	T	Meaning fullne
Function	Intra-groups	5.117	3	1.706	1.526	0218
	Inter-groups	61.454	55	1.117		
	Total	66.571	58			
Knowledge management	Intra group	0419	3	0140	0110	0954
	Inter group	69.815	55	1.269		

This table shows there is not significant differences between these parameters. In other words, these personnel are consensus over parameters (this research theory is not verified)

Conclusion

The results of this investigation show that variables distribution is close to the normal level and both variables have been verified by the respondents. The person correlation test indicates that there is a positive relation between the knowledge management and organizational performance also this positive relation would be seen between organizational performance and knowledge management parameters. There is no significant difference between the organizational performance and knowledge management parameters and between their averages as well. In other words, even though there are higher averages in all parameters against the theoretic average, but still there is not a great difference between women and man, it means they are consensus about these parameters.

The descriptive indexes of the same parameters and organizational performance have been measured (personnel with different degrees). There is not significant differences between the both parameters too, than we can say these personnel are consensus over it. Also, was a positive relation between the organizational culture and performance its policies and performance, its technology and performance and its performance knowledge management parameters.

Limitations and hurdles of research

Every research has a series of the limitations and hurdles like the same we have done. These cases are:

- This questionnaire-based research is looking to evaluate the person's perception, than it could be away from reality. This has seen in the same one too .
- The results are not accountable , because respondents have not a complete attention on it and its perception.
- This research has been executed in a financial institution over the role of the knowledge management on the organizational performance,

than could be boosted in to other communities carefully.

Suggestions based on findings

One of the managerial in tersest is finding the suitable instruments and system to implement the same knowledge management, so that this could be led to a better take advartage of the organization's overt and (overt knowledge. Then, the banks should be pick up this one.

- Allocate a suitable sub structural investment into knowledge management system: since an intelligent investment would bring great benefits for the organization.
- All kinds of needs should be known, before being implemented the knowledge management.
- In and out support (organization) for It, urgent fixing in unified systems of IT (information technology) to resolve any impediment on regular working path and communications, because no soft or hardware application kits is free from the defects. This kind failure in the computer systems would bring dire consequences on the organization, since it time taking and high cost. Therefore, a logistic (support) unit is necessary (in or out of organization), so not only provide on time suitable approaches, but also predict the potential issues.
- Promote and improve communication and relation between having knowledge and need to knowledge: in the organization a promotion at the system and individual performance should token to provide knowledge to the needful communities and as the persons are not in a group along side each other.
- promote a suitable sub structure to support of the knowledge management activities suitable allocation of the human and process-based sources like experts, skill full personnel, financial sources and information and communications technology, that can have a positive impact on the knowledge making and providing a functional place and environment. A successful base and plan of the same knowledge management gets

through making a suitable and enough sources to the knowledge-based activities at inter-intra bank level.

- manager, if want reach to a significant performance. In other words, whatever the organization can use better knowledge processes, could see higher performance too
- providing series of processes in organization to convert the knowledge to the new services and transfer an organizational knowledge to the individual one and fetching it and convert it again to the organizational one.
- encourage the personnel and employees to explore the new knowledge and encourage them put their knowledge in disposal of others as well
- Promoting their know how about the benefits of the knowledge management via culture-building.
- official awards and a suitable awarding system to divide and share the knowledge.
- studying indexed show that although we need to a long-time and systematic approach to implement and promoting the performance of the same comprehensive system, but in the same time, we can implement parts of this comprehensive system by the same situation of the organization.

For future

- This research has executed on a financial institution, then in next researches could be taken on the sub structural relation of the knowledge management with financial and non-financial private and state-run institutions and reach to a comparative mode.
- this research could be used in a national level to having a comparative analyses between various districts and cities, then this research would be used in another statistical communities and despite their qualities (culture, social, ethnographical, political) reach to a suitable research.
- Investigate and impact of the inter-intra organizational elements to achieve, convert and utilize of the same knowledge at the meg manufacturing and service industries (country)
- identify the effective elements on the knowledge management, financial and non-financial performance and prioritize the importance via other statistical methods.

Applied advices

Based on these results, a series of the applied suggestions would be introduced.

- Team working and having team has been supported, because these items would be led to a better the organizational (performance indexes and also the knowledge management systems would be more successful too.

The results of the theories analyzes about the organization force us to say that this knowledge management to be continued by the managers and personnel and its necessary sub structures completely provided, so that this trend can being account able impacts on the performance. Since today, the main part of the organization's assets is related to the intangible

ones, than a successful plan could preserve, organize and promote the intellectual sources of the organization.

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