

Developing Knowledge Management Culture in the Governmental Organization of Iran (Case Study: Oil Ministry of Iran)

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DOI: 10.6007/IJARBSS/v5-i4/1578 URL: <http://dx.doi.org/10.6007/IJARBSS/v5-i4/1578>

Abstract

Looking for a suitable framework for developing knowledge management based on theoretical literature, can be a noticeable work for developing knowledge management in the governmental organizations. Therefore, the Gamy and Pandia' Models, that is expressed in 3 dimensions of the knowledge process, the people and organizational culture and technological dimensions is studied. So this research - by Library and square methods - tries to study the development of knowledge management in the (state) organizations (base study the petrol industry). However, by this general aim and the sub targets it started the work, studying the knowledge puberty in the state organizations, and expressing the role and concepts of the knowledge management for improving efficiency and presenting knowledge management policy process in the state organizations. By this way, the researcher by expressing some hypothesis and testing them, by distribute questionnaires and analysis them resulted that, complete doing. Rang Pandia' model will cause to developing the knowledge management in the state organizations, and effective exploiting of information technology.

Key words: knowledge - knowledge management - developing - the knowledge management - the state organizations - The Oil ministry (petrol).

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Introduction

The most important duty for managers is to decision for the enigmatic and unknown future. Because the future is not predictable and long term planning does not mean the future, so the best form to facing future, is to make (create) it. Because management trucks to the human' abilities - by making and directing them - so, we need to quality logic, more than quantity ways, for the future formation. The management should evaluate the quality changes in theories, values and organizational Morales. All these, require using the human's sense force. The management should show that he/she can manage and administrate an institute by honest and humanity methods. In the last years, there were a lot of discussions about importance of the knowledge management in society. The knowledge management and the concepts of its strategies - as the most important and required for organizations - were promoting for survival and competitive forces. Notice to the knowledge management, by the managers, has been necessary in organizations and the knowledge management - as the sharing pre - clauses is accounted for both the private and state departments (Mojadam, 2010: 22). Notice to the knowledge, information and the data elements seem to be necessary, for expressing the knowledge management.

A few authors of knowledge management have tried to present careful and persuasive descriptions about the knowledge. So the management scientists have imagined the different descriptions of the knowledge and its usage. The following figure presents the hierarchy for data, information and knowledge. Data is a collection of truths and certain things about a phenomenon. Information includes, the organizing, grouping and articling the data, in the meaningful types. And knowledge is some information that is combined with experiences, fields and indecision and it makes possible the correct job (Tadbir, 142).

These categories are faced to some critics, for example some authors suggest that all levels of the above figure are kinds of information, and isolating them in this pyramid is not correct.

The explicit and tacit forms of the knowledge

North knows the difference between a successful and unsuccessful organization, from the differences between transmittable or explicit and tacit knowledge. The evaluation indexes for this kind of knowledge is also hard and countable: Increasing skills, low prices or increasing return invest.

But there is another kind of the knowledge. In an organization that it cannot be processed as objective, but it has subjecting character. That most quantify of knowledge product in an organization related to using this inexplicit king of knowledge, and changing it to technologies and real products.

In this process, the personnel own knowledge is changed to an organizational valuable knowledge for the company. Although both of them are 2 sides of one coin, but the cacti knowledge is required for doing the jobs and activities. And it related to the people and their personality. The explicit knowledge is an unrelated organization to people, but it grows up by personn^e's tacit knowledge supporting. The collusions with the knowledge management and Hs creation in an organization include:

1. Tacit to Tacit:

For example the accountant of company carries special skill, to his/ her colleague. This kind of creation has less ability for organizational change.

2. From explicit to explicit:

The accountant of company collects some information from throughout of company and publishes as a commercial report.

3. From tacit to explicit:

The accountant of company makes (edits) a new method for company budgeting based on his many years experiences.

4. From explicit to tacit:

One of the company's personnel uses the company financial report as a new tool for his organizational function.

The knowledge stream

After growing the hypothesis, they emphasizes on the knowledge distribution and, stream in the organization, some models were developed for expressing the knowledge stream. Among them, 2 methods are more famous, that first is called the knowledge life cycle, and is been introduced by the International Employment Institute For knowledge Management as below figure.

In this model, the unconfirmed information and knowledge get from compatible with the external world, then taken the knowledge and information, will valid and confirm, as the single or grouping attempts and finally the confirmed knowledge in different departments will be combined and used for increasing effectiveness.

Another model called the general knowledge model, organizes the knowledge stream in four main activities.

1. The knowledge creation refers to all activities that cause to enter the new knowledge to the organization.
2. Store and keeping the knowledge, that guaranties its being and keeping in the organization.
3. Carrying the knowledge includes: streaming the knowledge from a group or person in the organization to another group or person.
4. using the knowledge includes: the activities that use it for business process.

The knowledge qualities

We can express the knowledge qualities as below:

1. Activity:

Refers to the organizational activities to which the knowledge is related. Such related organizational activities, can respect to the knowledge.

2. Domain:

The quality of domain refers to knowledge. For example knowledge can belong to the medical domain, sociology or etc.

3. Form:

Refers to the knowledge present form, and, for example it can be paper, electronic or mental.

4. Sort:

Refers to knowledge sort and can get some quantifies like method, guideline principles, report of development failure report, prescriptions and etc.

5. Service/ product:

Sometimes knowledge is related to a product or a service, directly, in an organization, that these products and services are mentioned as knowledge qualities.

6. Time and place:

This quality more belongs to knowledge that are mental, to characterize the time and place for accessing them. By completing this qualities for such knowledge in the organization can pay to their storing, retrieval and distribution.

The knowledge Management

As changing the knowledge to a strategic source for competition and survive organizations and societies requirement to expand and dominance on the creation and sharing methods and its usage will be vital. Request for the knowledge will be resulted to request for increasing to storage the knowledge and its distribution.

Knowledge management is a collection of process for understanding and using the knowledge strategic source in the organization. The knowledge management is a created event that gives some ways for identify, evaluate organizing, storage and using the knowledge to produce the requirements and targets of the organization.

The information changes to the knowledge by the humanity and social process of common understanding on both subjective and organizational, and because of these, the knowledge management is different from the information management.

The Information management first looks at the technological solution and puts the persone^l's culture and behaviour on the second step of importance.

This view can be one of the less revenue causes for investments in the Information technologies.

The knowledge management starts by enforce to the human's importance and their behaviour and their work culture rather than technological enforce to the information management and their archaeological framework is formed from 2 social and technological dimensions. The basic point about it, is that knowledge producing and publishing is from human compatible, when they work.

The opinions may from in people's mind, but the most basis unit of the knowledge production in a company, are the work teams. The knowledge publishing has been doing into these teams. So, the basic problem for the knowledge management is the qualification of public action and distribution for the given knowledge for organizational learning (work teams) on a scale farther than these teams, and throughout the organization.

The knowledge management should distinct, that the knowledge in institute, how is published and distributed with having the cultural differences of the personnel's own competitions that doesn't discuss their education and or the personnel that aren't looking for the knowledge.

The following figure presents 7 details for the knowledge management system. By focus on these dimensions and producing them, we can pay attention to the knowledge management in an organization.

The problem Expression

The world is changing fast, and unavoidable, because the global phenomenon, and by this, Iran - that is a rich land by the underground facilities and having noticeable talents for ideal realizations for public development and create a developed community - should change and evolutes along these fast changes on different dimensions.

The Iranian specialists and creative human forces that are acting in organizations and companies are noticeable (valuable) sources that can act for development. The work, if they access to suitable information and knowledge. Today, the organizations are looking for the effective mechanisms to improve in acting, and facing to serious and different challenges in global competences. The main clause for succeeding the organizations to get the elements and tools for development is to best usage of the management facilities, and modern technologies, to spoil the created opportunities.

One of the most important and most necessary tools is the knowledge management. On today's scientific and commercial communities, it is believed that the organizations can use of knowledge as a key factor on competitive advantage, by using the knowledge management. So, knowledge nature is a forever subject in the knowledge management. (Jafar Nedjade and al, 2008:8).

The knowledge management process includes the activities for creating knowledge, validation, and distribution the knowledge and also the activities for using of it. Therefore, the private departments have gotten the first steps for simplification the knowledge management by planning for the human sources, reinterring the process comprehensive management for qualifications, and a lot of other similar techniques. But the state organizations are moving tardily behind the private departments.

By looking at the state organization trend to the knowledge management, there is a question that says, does the knowledge management have usage in the state organizations and state companies? So, in the early years, one of the subjects that have attracted the views of many managers in private and state organizations is he knowledge management or The wisdom management The history of the knowledge management returns to ancient Greek. But as antiseptically, peter Drucker has mentioned to the words, «The knowledge management community» and «The Economical Community» for the first time in 1993. In recent years, this is discussed by more specialities.

This kind of human's knowledge, has roots in the subjects like the artificial intelligence, the industrial management, the information technology, the business management, sociology, training science, psychology and the economy. So, the knowledge management has changed to one of the most important duty for some organization that tries to change to a learner organization. They are the ones that act for getting creating and carrying the knowledge and using it for correcting and improving their functions and activities.

Presenting a completed description for the knowledge management, neither is possible nor logic, because each organization looks at knowledge management by its logical views. And defines it based on a special definition from knowledge management, too. (Akhgar and al, 2010:94).

The noticeable point is that knowledge management is a systematic subject, and its successful performance needs to a comprehensive interest and pervasive to the different elements of the state organizations.

By using the knowledge management systems, we can continue the long - term competitive profit. (Ansari, 2008: 23).

Many organizations that try to performing the knowledge management, invested separately on the information and communication technologies but we should notice, that the information technology is just a part of the knowledge management and performing this strategy as succeed needs that different elements in an organization like the organizational structure, the organizational culture, the technology and human sources have special characters and have suitable solidarities and orchestrations.

By analysis and study the knowledge and the importance of its characters on functional domain of organizations can find out that update knowledge and information usage for the organizations, existing is changed to an undeniable necessity (potential). If the change ways in current society could evaluate correctly, this important result will get that the today ultra industrial community is an information communication that the powerful technologies are slowly exchanging their places by the knowledge technologies. (Ahmadpoor Dariani , 2006: 40). On the other hand, the world is increasingly related to Oil. Today, the world does not suffer any tribulation in producing oil. The short term tribulation of oil can cause a lot of damages to the world economic. Oil is the most bases and also the cheapest source of energy for developing the world related to the exporter countries. The incomes of Oil selling play the main role in economies of the exporter countries. And is the nominated factor for strategic programs in these countries. By notice to the special importance and place for oil incomes In Iran, the Oil ministry has an important and special stage. The Oil ministry of Iran is one of the biggest and the most precedence technological and producers units in the country that owns different installations, systems and organizations. The fast stream and update of specialty information in this ministry is required very much for development the researches and for developing the personnel knowledge. So it should make a special justified pyramid, that pyramid which starts from exchangeable and tacit data and continues to wisdom. By noticing to the statics, we can find out that a lot of personnel in the Oil ministry will retire in future years, and many of these people are of responsible and experts. So, these people' knowledge is one of main dangers and problems for the organization before retirement. Therefore, it should over view the compatible sample between technologies and experts to produce an effective knowledge management possibility.

So the knowledge management performs an important role as the strategies of management in the oil ministry as one of the last management tools and techniques. However, the main problem of this research I to study the sample of knowledge management development in the state organizations and cause study of the Oil ministry.

Another problem of this research is to study existence of the knowledge management strategy and being unknown the support snags and elements in product and rapid the knowledge in the organization of study. The Oil ministry as the greatest state organization, the main offices, and their sub departments, the sub companies in the states, the organizations, around the country, the huge Geographic domains, the great numbers of personnel the kind of knowledge in this organization (that totally is based on experiences) and the strong role of knowledge invest for keeping Juridical in the different parts, is a noticeable case for study about the knowledge management. The elements that are snags or supporters for producing the knowledge properties and its share will be studied. So, the main aim of this research is to know what the sample of knowledge management is. For this study, the Oil ministry has been chosen as a case study. The challenges that the knowledge management is faced include.

The private and state organizations and the environment that these organizations act on it, has been hanged extremely.

The organizations have to revise on their structures for collusion whit changing and full of competencies environment. And they need to show more flexibility than past against the environmental changes. Also they need to more complex methods to manage their knowledge invests. They have to control their knowledge cycle effective (the produce and publish of knowledge) and also support more effective of social processes that end to make the knowledge.

The new organizations know that (1) the basic part of their scientific invests are available for than as the tacit knowledge (the knowledge that people get it by experience and when are working and aren't written or documented).

This form of knowledge requires to more support by the organization. (2) They needs to solicited mechanisms that make the knowledge organization promotion and exchanging easy.

It is required to conform it the work process of organization to special characters of knowledge users (Like the person stage in organization, the personnel' sufficiency, the recognition styles and the personnel' interests and motivations), to make the most possible people's work quality. Although, a lot of knowledge management systems are made till this moment, and are creating now, but they just could take the organization and people's needs less related to the organizational knowledge.

Many of these systems have come from traditional events of the knowledge management and these systems only could support effective of one member of knowledge cycle (the knowledge category, the knowledge storage and knowledge amendment).

The studies show that attempts on the knowledge management come from four basic domains. Of the organization: The strategic management, the information technology, the organizational behaviour and product management. (Mohammadi Fateh and al, 2008: 76).

On the moment world, by fast technological development, specially on engineering and technological science, specially on Electronic and communication and new information systems, it is necessary that the managers and personnel can use of new systems and use of ability and better technical knowledge about them by this way its requirement is important to do this research for the knowledge management stage. Is the state organizations basically, the knowledge management attempts to get ready to access the experiences and information in

the organization, for all their personnel because of the special step and importance of petrol in the country economy, so pitching the knowledge management and being the knowledge's personnel in this ministry is very important.

The polar collusions of main and sub companies of the petrol ministry, requires that the necessary invests and technologies, commit by logical from works.

The technical, executive and geopolitical commitments and identify the conditions and partnership space and active sympathy in this ministry, play important roles for developing its targets and responsibilities.

In economy that the only stable thing is instability, an insured and continuously source of the competitiveness advantage is wisdom. When applications change every day the technology develops and the antagonists will increase, so the companies are succeed that always make wisdom and propagate it as widespread throughout the organization and show it rapidly as the technologies and the new products.

Human being, the firms and the organizations grow up in the future, depends on the knowledge management, that is creation, manage, share and using of the knowledge (Alavi, 2009: 39). So by notice to above sentences and the importance of knowledge management expanding, this research is going to study the knowledge management pattern in the state organizations and in the petrol ministry as a case study. Because of the Oil industry mobility is for knowledge learning getting experience for staff and using these experiences and skills for doing the duties, roles, activities and collusion for sharing the knowledge and getting external and internal communication, so studying this subject has a special importance. (Seifollahi, 2007: 96). Attempts for expressing the knowledge functional speciality can summarised as below:

- 1- The knowledge is the unique ability for human.
- 2- Getting the knowledge is mobility
- 3- The knowledge is generator
- 4- The knowledge is complex and spacious
- 5- Conversation is knowledge (Adli, 2003, 175).

The aims of research

The general aim of this research is to study the knowledge management development in the Iranian state organizations (the case study is the petrol ministry).

The sub targets of research

The sub targets of this research include:

- a) Development and express the behaviours and changing them as one of executive problems in the knowledge management, that on this case, enforces on changing the traditional ways and making drastic the structures and technologies.
- b) Expressing the role of the knowledge management for improvement the organization efficiency.
- c) Present a process for regularity of the knowledge management in the state organizations.
- d) Study different samples of the knowledge management in the state organizations.
- e) Study the knowledge puberty in the state organizations.

f) Present are port and some guidelines for strategic managers of the state organizations about the knowledge management development.

g) The knowledge management as a management tool should be responsible for targeted doing and evaluating the knowledge (Akhavan and Bagheri, 2002: 77).

The concepts of below statements help us to get the knowledge management in the Oil industry.

A lot of organizations know mistakes (wrongs) the knowledge management rather than the information technological management. But it should aware, that only part of knowledge (the clear or explicit knowledge).

Puts in the information technology from and a huge part of the knowledge - that is called the kept knowledge - is related to the people's behaviours interests and values (Salavati, 2002, 140).

The administrators can look at the information technology as a tool that can help to understand weighty, competitive advantages (Alan Rading, 2010: 17).

Some technologies like the management systems for the related information banks, the management systems for documents, internet, intranet, the researcher motors, the working tools, The supporter systems for administration of electronic post, video conferences, the supporter systems for decision, can help to find information but these are the own people, that nominate do the data (information) related and are they suitable for their special needs or no?

The Organizational Culture

The aim of the organizational culture is a system for common understanding that members have related to the organization. This character causes to isolate 2 organizations from each other. A system that its members have common understand of it, and it is formed a collection of the main characters, that organization values to them. (Parsaian and Arabi, 2008: 49).

Based on Marty's (2000), Van Arou (2000), Danport and Prozac(2000) and Vico's (1999) studies, the effective key for the knowledge management is to making the organizational culture that :

1. it looks at importance of the knowledge.
2. it imagines to the knowledge as a dynamic phenomena.
3. it motivates the staff to get the knowledge and distribute it.
4. it eulogies the group activities.
5. it grows up this sense, in the managers and staff that they are valuable after, they share and distribute their knowledge with others, too(Salavai ,2004:13).

The Management

The management implicates slowly on the structural category and making scenes of solidarity in an organization other management characters are: Orchestration, control, contribution, and correct usage from the human force, the process, and some solutions for getting a unique target of changing knowledge for changing the interests, changing the behaviours, and changing the activities of an organization. So, because of these, the organizations need the changeable management to use the knowledge management and are helped by the changing management process.

Because the change always will be faced to some stables, it seems, that the changing management is necessary for the knowledge management successful (Salavati, 2004: 2).

Data: data are the really traits chains about events.

Information:

Information is called to data that there is a logical relation and brings the special concept and meaning to mind. According to Draker (2003), Having communication and target is information speciality (Zanjirchi, 2002: 28).

Knowledge:

Knowledge is a fluid mix of experiences values, momentum information and interest of systemized expert views that give a framework for values and using the new experiences and information in organizations. There is the knowledge not only in documents and storages, but also in the working methods and the organizational process, acts and orders.

Knowledge management:

Knowledge management is a systematic searching choosing, organizing, purging and showing the information, as a way that understanding of personnel is corrected in a special issue, and the organization gets better wisdom and understanding from their experiences.

The learning organization:

It makes participative relations to carry out the power from knowledge, experience, capacities and many different research ways, of target and put them together. (Saeedikia, 2002: 24).

Methodology of Research

This research needs more information about this subject to answer the questions about the study and testing research hypothesis that are not existed earlier. So, this research is based on the primacy information that should produce and collect as survival and in the field. This research is usage by extremity it is single by the number of researchers, and it is deep by the functional method. Because this research is going to express the effective factors on the knowledge management, by the study is a causal method.

Data Collection method:

For gathering the subject literature, the library method was used, that means we used of books, magazines, reports and internet websites. And for collecting data, studying hypothesis testing and presenting strategies, the scope and survival method was used.

The gathering data tool:

For gathering the information, the questionnaire was used and informational banks. It is used survival method for this section, that by it, the primary data is collected and produced and the tool for collecting questionnaire is written.

The questions for this questionnaire have chosen of Kang and Pandia that the researcher has designed the questions. For justifiability and validation of the quiz questions - after design and edition and consultant with masters and experts and confirming those - some of them were distributed as the samples that after getting and analysis them and taking justifiability and validation and perpetuity the quizzes was distributed between the samples.

The questions were as the replay packages that had been measured based on Likert spectrum the static community of this research are all the personnel of the state organizations and the case study is the Oil ministry includes: workers contractors, and functional, middle and strategic managers in the ministry. The volume of community is 95000 people.

The conceptual model of the research

In this study the conceptual model of Kang and Pandia has been used that is a framework for the knowledge management in the state organizations and it is studied on three dimensions. (Abtahi & Salavati , 2004 : 127).

Independent variables for this study are the people and the organizational culture, the processes of the knowledge management and technology and dependent variable includes the knowledge management development. So the following model shows the research variables.

The independent variables are the people and the organizational culture the knowledge management process, and the knowledge management technology dimensions and the dependent variable is the knowledge management development in the state organizations.

The questionnaire was used for each variable.

The question about being adviser the knowledge management creating an environment based on trust and the formal testimonies for the knowledge team are related to dimension of the people and the organizational culture. And also the question of people' potencies, taking knowledge, choosing knowledge, distributing knowledge using of knowledge and its evaluation are related to dimension of the knowledge management process, and the questions of equipments (complexities), and information and Technology will test and measure the dimensions of technology in this questionnaire.

Strategic management & functional management in knowledge Management

The knowledge management of organizations is a basic element for accessing and survival the advantage of competence in an organization. The concept of the knowledge management presents different kinds of knowledge for supporting the huge strategy of an organization, evaluating the management condition of the knowledge management, carving out basis of current knowledge in an organization to the new and powerful bases of knowledge and corrects and reprises the shortages of this field.

In another definition about the knowledge management they know it as a collection of processes. That their result is to facilitation the knowledge for playing its key role for creating addition cost and production cost Garvin (1994).

Believes that the knowledge management isn't just included the creation, take and carry processes of the knowledge but also, it is responsible for affecting the new knowledge in the behaviour of an organization. There are some differences between the strategic management and functional management in knowledge. The functional management is chasing to use of the

computer technology for organization and policy the received and export but the strategic management is a process that relates the knowledge of the organization.

For the below facts:

- The kind of designing for organizational structure for developing and spreading the knowledge.
- The strategy of organization.
- Growing and developing the knowledge speciality.

Each organization that is following inventions and innovation for his knowledge management, should edit a series of basic targets - that is completed by helping other organizational targets - for the knowledge of organizational management.

This organization should use of their target performance for innovations in the knowledge management and its profits. (that usually are indirect). And finally has a correct evaluation between the commercial profits of the company and the organizational knowledge that is a difficult work.

The Results

A lot of organizations have changed in the last decade. The organizations currently change their working methods for flexibility against the several changes in environment. The studies show that the new organizations are creator and in, composer as wonderfully and unexpected. Employment of communicational technology and globalism process are the most important factors for motivation of changing an organization and carrying the environmental development into an organization. The knowledge management as a working strategy acts on the multi orders simultaneously and also it makes a tool for general development of the program for strong organization, to clear the external challenges.

This Job will be done through exploitation of the communicational sources the communicational technology and its applications and also by communication with clients and the beneficiaries. The knowledge management is a kind of strategic management and its needful is to top management unique exploited completely of time for work targets. Also it should believe that all competences are pioneers for this.

The knowledge management needs to a modern leader the requirement clause to get successful results for doing the knowledge management is that the top management would have motivation and be pioneer for job and should know that skeleton of the knowledge management will dominant to all process of work, behaviour, culture and values, and shares all personnel in all steps and different parts of the organization.

Of course, it is not necessary, but it is clear that these truths can result to build a different work management philosophy, and also this new management method may want kind of different personnel than those we often see.

This discussion is noticeable problem and is kind of thought for each person that he is choosing the knowledge management as a strategy. So for developing the knowledge management in the state organizations, notice to the technology dimensions the knowledge management

processes, and dimension of people and the organizational culture is enigmatic and should special to these dimensions.

The proposes

The knowledge management as a professional strategy when gets terminal result that secures its basic needs. These needs should be viewed related to a special work have given from below cases:

1. Creation an organization for reorganization reviews the organization, centralization, along improving its flexibility.
2. Creation superior organization that is powerful in all stages (a focused, or an unfocused or a separated organization).
3. Improved ability for showing reflexion against the increasingly needs of market, more competences and reply to new needs should view.
4. Consistency with changed working conditions that are created by foreign forces (for example, markets, competitions responsible and etc).
5. Looking at the solutions that increase to exchange the knowledge and information in, an organization and simplification them, to decrease damages when the personals leave their Jobs or when there is interior changes in the personals.
6. Spoiling the process and additional steps of work and using effective, of human sources and informing and talents on important steps of work process in the petrol Industry.
7. Deletion the reworking and trashy basis and the required basis that are time wasting and include charges.
8. Motivate the stronger motivations in personals for broadcasting and sharing the knowledge and effective information in all organizational parts of the petrol industry.
9. Effective exploit of investment on the information technology and information (broad costing) structures.
10. Notice to renew the information and knowledge if it is needed.
11. Making a suitable cultural and social bed for accepting the organizational changes by getting Justification meetings.

Acknowledgment

Authors thank National Iranian oil company (NIOC) and National Iranian South oil Company (NISOC) for their help and financial support.

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