A Survey on the relationship between Aspects of Knowledge Management and the extent of readiness of the Personnel Transition in North Khorasan Education Organization

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Abstract
The purpose of this survey is to introduce the relationship between aspects of knowledge management and the extent of readiness of the personnel for transition in North Khorasan Education Organization and it is assumed that there is a relationship between aspects of knowledge management (strategy, structure, procedure, technology, personnel and their roles) and the extent of readiness for transition. Therefore, to prove the hypotheses, measurement field survey has been used and the statistical population in question includes the whole 426 personnel of North Khorasan Education Organization from whom 202 statistical samples were chosen by means of Morgan Table and relative random classificatory sampling and for assessing hypotheses, 47 questionnaires were used. To evaluate the authenticity of the questionnaire, confirmatory factorial assessment and to evaluate its constancy, Cronbach's alpha was used indicating that the results demonstrate a direct, positive and meaningful relationship between the aspects of knowledge management and the extent of readiness for transition and in the survey all hypotheses and variables have had a positive and direct effect.

Introduction

In the last few years, knowledge management has become an important and vital issue. Both scientific and commercial societies believe that organizations can maintain their long-term supremacy in competing areas by power of knowledge and scientists have found out that not also knowledge management in spite of other types of management is not brief but it also has some long-lasting effects. In the fourth economic development program of the country, due to the importance of the role of knowledge and technology as the most fundamental factors of causing values in modern economy, it has been especially noted. The competitive circumstances and environment of organizations have become more and more complicated and they are changing so quickly that the rate of change is relatively more than the rate of their responds and comparison. In addition, the continuous changing of knowledge has brought about a new counter-balance situation for the companies. Under these circumstances only organizations with the ability to keep their competitive advantage can survive. Scientists believe that keeping the competitive advantage and survival of the organization is just possible by knowledge management which can continuously come up with new ideas in the organization.

Knowledge management is turning into a complete commercial duty and new tools in management are for the current organizations. Although the fact that governmental organizations are under the competitive pressure of private section is true, it seems that because of their kind of ownership and limited competition regarding the present monopoly, they do not maintain knowledge management as the private section. Therefore, it seems logical that in observing knowledge management, there should be a difference between practical methods and standards of theses two sections which springs from their structural differences. Despite private organizations, most governmental organizations are monopolistic and managers in governmental organizations have less freedom so governmental organizations in comparison with private organizations are less effective and it seems that knowledge management at leas in some areas has not developed in governmental organizations. The objective of this survey is to evaluate the relationship between aspects of knowledge management and their influence on the extent of readiness for transition of the personnel of all economic and taxation affairs of organizations and it is an experimental project with the purpose of assessing different aspects of knowledge management and its role in managerial transition and if the results confirm the validity of the introduced hypotheses, organizations should do extensive research and adapt themselves to the complicated and uncertain environmental situations so that they can set the scene for the organizational transition. The success of knowledge management systems in knowledge-based organizations was examined by Holaii (2005). The purpose of this survey was to develop a model for evaluating the success of the knowledge management system in knowledge management-based organizations. A successful knowledge management had (system quality, knowledge quality, service quality, usage tendency and user satisfaction) variables that could evaluate the knowledge

management systems. The results indicated that this model has the potential of being used in future studies on knowledge management systems.
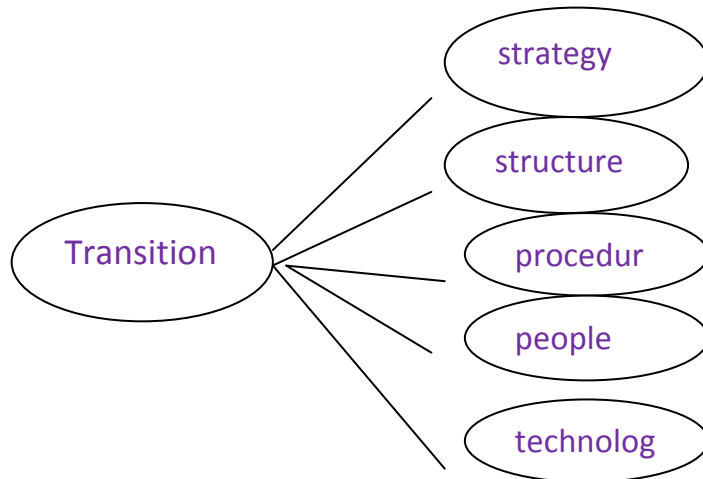
Knowledge management at transformation times: specifying and implicit knowledge exchange was done by Hal (2005). This project emphasized the importance and challenges of knowledge management at extended transformation times. The overall purpose was to evaluate knowledge management at extended organization transformation times by evaluating the effect of combining knowledge management in service agencies in Texas. The results provided theoretical and practical usages for information management, knowledge management and project management.

Lee Hwa, Kung, Stone House (2007) in a survey to find the success factors of utilizing knowledge management in China's governmental section and methods of using the private section in the governmental section noted the difference between knowledge management in governmental and private organizations in respect to culture, organization mission, worthiness and motivation.

Rig, Lindsey (2006), examined knowledge management in the governmental section and substantial challenges concerning knowledge management and its use on policy making and provided a few models for developing and investing on effective and beneficiary-based collaboration. A survey titled the relativity between knowledge transformation procedure and organization culture was done in Mashhahd by Gholizadeh (1383). In this survey, based on Nonaka theory i.e. socializing, externalizing, combining and internalizing, the position of knowledge management in Mashhad University in relation to organization culture was investigated. The results indicated that internalizing in the area of knowledge management at Mashhad University holds the highest position and then respectively socializing, externalizing and combining. Based the results there is also a meaningful relationship between organization culture and internalizing, externalizing and combining while this relationship has nothing to do with socializing.

Safe Hashemi stated that Julian's and Stiner's study on creative people and groups indicated that creative thinking is more related to the style of internal connections between members of the group. Their findings show that more acceptance by the group, both when each individual's success increases members' success and when each individual's success decreases other members' success, is less harmonious with the group in a way that more acceptance has a direct relationship with the group's harmony.
Therefore, in this survey, based on the assumptions of Nonaka theory, the position of knowledge management in Mashhad University and its relationship with the faculty's creativity was examined.

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This Survey by case-study is also trying to answer the following questions:

The original hypotheses
There is a connection between aspects of knowledge management and the extent of readiness for organizational transition in North Khorasan Education Organization

The side hypotheses
1. There is a connection between knowledge management strategy and the extent of readiness for organizational transition in North Khorasan Education Organization .
2. There is a connection between the structure of knowledge management and the extent of readiness for organizational transition in North Khorasan Education Organization .
3. There is a connection between knowledge management procedure and the extent of readiness for organizational transition in North Khorasan Education Organization .
4. There is a connection between individuals and roles in knowledge management strategy and the extent of readiness for organizational transition in North Khorasan Education Organization .
5. There is a connection between knowledge management technology and the extent of readiness for organizational transition in North Khorasan Education Organization

Methodology
The survey in question, in respect of purpose, is the kind of practical surveys and in respect of method, is the descriptive and measurement type.

The statistical population is the whole personnel of North Khorasan Education Organization . Since the statistical population of this survey includes all 426 personnel North Khorasan Education Organization who have different experience, working and educational backgrounds, in this survey, relative classification method has been used.
To gather information, well-organized questionnaires have been used and in this examination, content validity and factorial validity of tools have been used to gather data. The content of the questionnaire has been verified by the academic supervisor and the adviser, the studying of books and articles related to the examination and specification of the items and checking the

questionnaires and articled and determining their strong and weak points and primary distribution among a few of the managers and applying correctional ideas have been confirmed and are creditable.

By using factorial examination it was determined that the questionnaire measures the items in question and to prove its constancy, Cronbach's alpha was used.

Methods of examining data and evaluating hypothsese

In this survy, to examine the data attained from samples, both methods of descriptive statistics and perceptive statistics have been used. To examine the identities of the responders, descriptive statistics has been used. To evaluate data and hypotheses, the statistics evaluation of t uni-sample has been used to know the situation of the variables of the survey. The confirmed factorial examination has been used to know the hidden variables.

And finally, to evaluate the hypotheses, structural equation model has been used. To do these evaluations, SPSS and LISREL pieces of software have been used.

Analyzing Research's Parameters' status

To analyze each of research's parameters, the statistical examination of a sample average was used. In order not to interfere with the hypotheses in each case, the predicate is administered in form of a question. According to Likert's quintuple spectrum, the Null hypotheses in all of the research's parameters are as follows:

Hypothesis Examination

H_0: (null hypothesis) $\mu = 3$

H_1: (contrary hypothesis) $\mu \neq 3$

Considering the fact that all of the questions of the questionnaire have been administered directly, the obtained average in the range of 4 to 5 means very high and in a range of 1 to 2 means very low.

Research Hypotheses Examination:

To continue with structural model, we will talk about standard estimate status and significance coefficients. The effect of educational management guideline on organizational evolution is 0.65 and its significance level is 9.02. The effect of the structure of educational management on organizational evolution is 0.45 and its significance level is 5.74. The effect of the process of educational management on organizational evolution is 0.14 and its significance level is 1.62. The effect of the technology of educational management on organizational evolution is 0.27 and its significance level is 3.00, And the effect of people and roles in educational management on organizational evolution is 0.38 and its significance level is 3.86. The results are shown in the chart 1 below:

Chart 1: Acceptance or Refusal of Research Hypotheses:

hypotheses	impact	significance	Acceptance/ refusal
1.knowledge management guideline on organizational transition	0.65	9.02	accepted
2.structure of knowledge management on organizational transition	0.45	5.74	accepted
3. process of knowledge management on organizational transition	0.14	1.62	refused
4. technology of knowledge management on organizational transition	0.27	3.00	accepted
5. people and roles in knowledge management on organizational transition	0.38	3.86	accepted

In research hypothesis examination by the use of structural equations model, the software's output shows the appropriateness of structural model practice for hypothesis examination(the ratio of x^2 to DF is more than 3). The amount of RMSEA= 0.062 also shows the appropriateness of structural model practice.Q^2 is equal to 755.08 and its freedom degree is 334 that show an appropriate practice.

Related Results with Research Hypotheses Examination:

Structural equations model has been used in order to examine the hypotheses. In this part, the final results of statistical examinations are shown alone that are indexed in the chart below:

Chart 2: The Results of Hypotheses Examination

hypothesis	Exam's result
First hypothesis examination: there is a relation between knowledge management guideline dimension and the amount of readiness for organizational transition in North Khorasan Education Organization	accepted
Second hypothesis examination: there is a relation between the structure of knowledge management dimension and the amount of readiness for organizational transition in North Khorasan Education Organization	accepted
Third hypothesis examination: there is a relation between the process of knowledge management dimension and the amount of readiness for organizational transition in North Khorasan Education Organization	refused
Forth hypothesis examination: there is a relation between people and roles in knowledge management dimension and the amount of readiness for organizational transition in North Khorasan Education Organization	accepted
Fifth hypothesis examination: there is a relation between technology of knowledge management dimension and the amount of readiness for organizational transition in North Khorasan Education Organization	accepted

Proposing Suggestions According to Research's Findings:

In this part, according to research's findings, practical suggestions are proposed in a broad way:

1. A stronger emphasis on the organization to have long term plans to improve educational management

As the results of analyzing information were shown in the fourth chapter and according to the obtained result from the first hypothesis in which educational management guideline had a great impact on organizational evolution in all of the economical offices in North Khorasan, it is suggested that in order to achieve evolution, the mentioned organization designs a long-term plan for educational management to be followed effectively in the organization in all aspects.

To achieve this goal, educational workgroups must be formed and their job should be pursuing the does and don'ts of educational management in the organization. It should be noted that the design of educational management that is followed by this group should be in harmony with organization's philosophy, long-term plans, opportunities and threats.

2.   Easing the process of discovering, creating and preservation of education in organization by making some changes in organizational structure

According to the obtained result from second hypothesis in which the structure of educational management had a great impact on organizational evolution and as it was said in literature review, education in organization can have an enormous impact on organizational evolution. Educated people in the organization prevent faults in the organization and in the responsibilities and cause the processes to be done in a way to economize money and time in the organization and to speed up the processes. As it is said in literature review of educational management by the professionals ,the structure of educational management had a great impact on easing the creation and publication of education. On this basis, it is suggested that the organizational structure and the structure of educational management and that how and by who education be created in the organization and when to be publicized, receive attention and be managed to harmonize with each other precisely in headquarters of economical and taxation affairs of in North Khorasan.

3.   The necessity of emphasis on gaining education by employees to work with web based technologies

According to the obtained result from the fifth hypothesis in which information technology in educational management is of the most effective factors on organizational evolution, in the present age of information and correlation employees must search more in databases of their specialty, extend and quicken their correlations (whether inside or outside of the organization) by the use of the web and, by utilizing technology, they quicken the process of knowledge sharing and communication .We hope that by following this strategy, organizational evolution happens faster in headquarters of economical and taxation affairs of in North Khorasan.

4.   Parallelizing people's education with the organization's benefits and the necessity of manager's emphasis on educational management

According to the obtained result from the forth hypothesis in which people and roles had a great impact on readiness for organizational evolution, people in organizations should have skills and side educations that using them in strategic situations can quicken reaching the long-term plans. On this basis, Firstly, people's skills should be identified according to a defined process and after organizing them, they should be used for the organization's benefits. On this basis, principals and experts should have an emphasis on the necessity and importance and benefits of education in the organization, to be able to encourage employees to learn the goals and uses of educational management. Also teaching the staff some necessary lessons in the

knowledge management domain is one of the presuppositions of this proposal for spreading knowledge management. More significant goals like organizational evolution can be achieved this way.

5. Preparing people and creating an initial background to show the process of organizational evolution

According to the obtained result from the third hypothesis the process of educational management did not have a dramatic impact on organizational evolution; suggestions are proposed one by one:

- Increasing employees satisfaction of organizational evolution
- Rewarding innovations and creativity by the organization
- The necessity of a having bright future for the organization and gathering forces to achieve this goal
- Motivating employees by motivating processes for organizational evolution
- Inspiration of the process of change and evolution by principals of the organization to the employees
- Extending the correlation net in the organization

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