

Value Study of a Proper Pattern for Promotion of Knowledge Management

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Abstract

The purpose of the present research is the Value study of a proper pattern for promotion of knowledge management. The research questions were planned and examined regarding the dimensions of knowledge administration such as creation, acquisition, saving, usage and evaluation of knowledge. The methodology of the research from the viewpoint of purpose is included within the developing and applied researches. Regarding its essence and methodology stands among descriptive researches within which the required data are gathered through library studies, interviews with the elites and field method. The statistical society of the research involved 122 of the professors both faculty members and guest lecturers. Since the society was limited sampling was not done. After studying theoretical research essentials and examining different models of knowledge management, influential factors on the promotion of knowledge management were discerned and inspected. Tools for gathering data included two questionnaires, the first one for recognizing and evaluating various dimensions of knowledge administration in the Islamic Azad University of Kahnooj (Iran) which was distributed among 122 people, yet 92 of them were returned. The second questionnaire was delivered to the elites and professors of this university whom had been chosen selectively for measuring the validity of a suitable model for promoting knowledge management. The rate of validity of the first questionnaire was calculated 0.94 and its permanency coefficient as 0.93. The research suggested model with the coefficient of 0.93 was confirmed. In order to analyze data different descriptive statistical tests such as Ratio test, Freidman test, Mann-Whitney test and Kruskal Wallis test were used and then data was analyzed statistically by SPSS software. The results of the research showed that creation, development and evaluation of knowledge did not have any role in knowledge management, yet factors like saving, acquisition and usage of knowledge influence advancement of knowledge management much more.

Keywords: management, knowledge, knowledge management

1. Introduction

Today, knowledge is a valuable and strategic resource. To aim the use of knowledge as a competitive, strategic advantage, organizing development stages of knowledge management in organization, recognizing the current position of organization in the field of knowledge management and determining the effective factor of organization decision is necessary to use and improve knowledge management (Hasan Gholipour and colleges 2009). The process of knowledge management contains creating knowledge, documenting knowledge, distributing knowledge, and finally using knowledge (Anvari & Shahai, 2009). In fact this process helps the people in organization to use their talents and abilities to create value. This process contains acquiring knowledge, creating knowledge, storing, recovering knowledge, distributing and using knowledge. To perform duties organization needs to gather, analyze all related information and knowledge. After acquiring knowledge, organization should provide some fields to create new knowledge. For acquired knowledge, organization should have a memory and some abilities for people to store and reuse information and knowledge. The created knowledge in organization should be distributed to people and parts that need it in several ways. Finally, organization should find the fields of using knowledge. So all educational organizations have knowledge in their systems and texts, process information and change it to knowledge in a daily manner and form the basis of decision and future works of organization by mixing values, guides and experiences. What is important in this process contain awareness and informed creating of knowledge. Institutions of high education in the role of knowledge based organizations mainly turn their main activities toward learning, creating and distributing knowledge (Hasan, Abdi & Khatiban, 2009).

2-Problem Expression

In today competitive environment, need of organizations to have knowledge properties considerably increased than past organizations. These knowledge properties are non- imitable, scarce, valuable and non-replaceable. Appearing some contexts and Approaches such as knowledge management, intellectual capital, inapparent property and knowledgeable view to organization, all show high importance of knowledge resources in organizations. For the first time Plato defined knowledge as "Proved Real Belief "in 1953. In this definition, knowledge is what people believe and respect based on an organized and meaningful compression of information by experience, communications or deduction. Knowledge management is known as a search to explore the potential property of human mind and change this potential treasure to organizational property, as a broad group of people involving in decisions access it and can use it (Anvari, & Shahai , 2009).

In several companies and institutions one of the basic difficulties is that there isn't enough information about knowledge and learning of people. Focusing on solutions which contain all the systems such as company, human resources and technology, effective knowledge management is one of the most important ways to solve this problem. To design a knowledge management system and promote its level in a company, it is necessary to know completely the nature of knowledge and knowledge management in company and strategic its components, outputs and to access the resulted strategic advantages from performing knowledge management, its fields of success. The way of establishing equilibrium between these factors should be considered. Knowledge management is a process by which companies make needed skills in the field of learning, creation, development and use of knowledge. In other words knowledge management

focuses on creating value and it means managing current knowledge and changing it to a useful knowledge in company (Rafaati Shaldehi, 2008) missing in reference list

3. Importance And Necessity Of Research

Today knowledge management and economic knowledge mean that in today world, using knowledge is the main factor of company's success. In this regard paying attention to knowledge and knowledge management is considered as a competitive advantage and high activities in this field can respond to rapid environment changes. So companies should recognize their places among other firms and plan for future. Regarding high expectations of customers, increasing the number of manufacturers, rising qualitative and quantitative level of productions and coming developed technologies which all cause to raise competition in industry, companies should have the ability to create and keep competitive advantage because new technology will be in hands of companies soon. So, new productions and technologies cannot create constant competitive advantage. In this regard just knowledge and true management of knowledge can meet the needs of these companies. A knowledge based concept can explain that having a constant competitive advantage in dynamic business environments, agencies consume much time to use current knowledge and look for new knowledge to develop a constant competitive knowledge. Also some new product innovation resulted from integration of new knowledge and some others resulted from re-combine of current knowledge. Knowledge management should be connected to competitive strategy to make a strategic advantage. But some areas strictly have low ability to connect knowledge management to strategy and competitive advantage. From scientific aspect, determining important factors in success of knowledge management have studied but these studies are general and can't determine the important factors of setting knowledge management. In addition, as theorized studies done well in this area, but evaluating the effective factors to succeed knowledge management is low. So besides evaluating the extent of factors to succeed, studying importance of these factors to succeed setting knowledge management is necessary. Studying the gap between found importance and practical setting of effective factors, this design tries to evaluate university fitness to set knowledge management. It is expected that results of this research are use to understand better and as guide in process of setting knowledge management in Azad university. As universities are abroad formal and social structures regarding size, space, and variety of intellectual capitals, so they should be pioneer to other companies to set knowledge management and have the rule of a leader and in knowledge companies turn their main activities toward learning , creating and distributing knowledge(Niaz, & Amooi, 2007).

4-Purposes of Research

1.4 General Purpose: Evaluating a proper model to promote knowledge management.

2.4 Secondary Purpose

- 1- Determining the components of promoting knowledge management in Islamic Azad University of Kahnooj (Iran).
- 2- Describing and explaining the components of promoting knowledge management.
- 3- Presenting a proper model to promote knowledge management.
- 4- Evaluating the proper model to promote knowledge management from expert's point of view.

5-Theoretical Foundations Of Research

Tarokh and Alvandi (2010) in their research as “gathering executing guide of knowledge management systems” after recognizing effective factors on success of performing knowledge management systems , and using statistical tests and SPSS software, studied the position of these factors in sampled model as it is determined that the firm is ready to perform this system. The results of research showed that the firm is average in all factors and going to weakness.

Akhavan et al, (2010) in a research as “ Developing the processes of knowledge management cycle based on effective factors on success of knowledge management “ tried to determine effective factors in knowledge management cycle such as acquiring and creating knowledge, presenting and sharing knowledge, and using resulted knowledge by a different view and present a framework for these factors. Also the priority of these factors in every stage was determined using proper statistical tests. Based on the results of this research 7 factors set in one to seven ranges between prior factors in three processes of acquiring, presenting and using knowledge, and among them some factors such as proper stimulating motives, top management support, constant learning and organizational free space had the most in three processes.

Minoori et al, (2010) in their research as “ Evaluating the condition of knowledge management based on Nanoka and Takochi model “ after studying obtained results concluded that company is weak in areas such as orientation of individual members (implied knowledge) in the center, individual explicit knowledge of members in the center, organizational explicit knowledge of the firm, changing explicit knowledge of center to the institutional knowledge of center and has the weakest operation in changing individual explicit knowledge of members in the center to organizational knowledge of center but has a good operation in skillful knowledge (implied knowledge) of individual members in the center and institutional knowledge. Generally, regarding the acquired credit by company and resulted credits of every section, it can be said that company isn't in suitable conditions and if the strategy of company is based on knowledge, then the knowledge management project should be performed in company level regularly and systematically and following that, the company should turn towards high knowledge.

Ansari and Ghasemi (2009) formed his research as “evaluating the effect of knowledge management on strategy creation separated from value chain channel of organization activities” based on results of field research in active firms in field of software industry. To gather the theoretical framework of research model, literature and history of research and value chain model of organization activities was the evaluating base of knowledge management effect on organizational processes. In this research after performing library studies and exploring interviews, the effective components of knowledge management on several organizational sections of exploitation were evaluated by planning research and questionnaire. Then using questionnaire every components of research such as processes of knowledge management, innovation, (individual, group and organizational), special skills of employees, and customers satisfaction were evaluated. LISREL structural and software equations model was used to study components and finally the correctness of components relation in concept model was approved.

Saedi and Yazdani (2009) in a research as “Presenting a process model to perform knowledge management based on organizational learning in Iran Khodro “answered this question “Relating to which approach

company can reach competitive advantage based on its important resources? And in other words what is the maturity path of company to use its knowledge and on which processes does company invest to perform knowledge management towards its purposes and needs? Regarding kind of qualitative data, exploring nature, and kind of theory the method of research derived from data which resulted of aimed sampling and performing deep and semi- structured(individual and group) interview and analyzing data by comparative analysis. This process model shows that knowledge management can be developed by a four- rings learning process as organizational resources are promoted during this process and change to main abilities of company. So if company can't perform this process, current investing will be wasted. Presented process describes developing and performing stages of knowledge management and explains the role of basic factors such as learning processes and rings, organizational resources and creative sing of information technology to perform knowledge management.

Bani Si and Malekshahi (2009) in a research as " Studying role of learner organization on knowledge management " after gathering information by questionnaire and statistical analysis showed that there is a meaningful relation among learner company and knowledge management regarding learning and personal skill components, mind models, common view, group learning and systematic thought with an ideal condition in all five principles of Sengeh theory.

Boromand and Ranjbari (2009) in a research as "Guiding measures of human resources management and innovation by emphasizing on knowledge management " concluded that there is a positive relation between human resources management and innovation. Also there is a positive relation between guiding measures of human resources management and capacity of knowledge management. Guiding measures of human resources management are useful to stimulate employees in order to acquire, share and use knowledge in companies. Suitable guiding measures of human resources management can promote and support developing helpful organizational environment in activities of knowledge management. Also the capacity of knowledge management in some dimensions such as acquiring, sharing and using knowledge management can be so useful for organizational innovation. Knowledge management capacity effects on relation between guiding measures of human resources management and innovation. Results of this research show that managers have to actively manage human capital of their companies by several guiding measures of human resources management to stimulate their capacities in acquiring, sharing and using knowledge management. In addition, a better level of knowledge management capacity can stimulate creative and innovative thoughts which may finally cause to a better innovation. To facilitate the relation between guiding measures of human resources management and a good innovation, management at first have to recognize the importance of knowledge management capacity; then they must use guiding measures of human resources management to stimulate a better level of knowledge management capacity. This instead causes to good innovation results.

Elahi et al, (2010) in a research as " Presenting a methodology to create a strategy of knowledge management" after studying theoretical bases, used current researches related to strategy making of knowledge management and effective factors on organizational knowledge management , conceptual frameworks and models , methodologies and current executive methods . Then a perfect methodology was presented to create strategy of knowledge management. In this methodology some factors which effect on final selected strategy include: General strategy of organization business, organizational structure, cultural factors and process of creating and distributing knowledge in knowledge area on company. In this

methodology it is emphasized on counter effect of information technology and human resources management on strategy of knowledge management. As there was an attention to dynamic strategy of knowledge management in all stages of methodology and final strategy for company was considered as a spectrum from humanism to systematic and with the purpose of balancing implied and explicit knowledge level of company. Presented methodology in a framework of research hypotheses has performed by interviewing confirmation and test members and in three model companies as a case study. Finally related to different resulted strategies it was analyzed and compared for three model companies.

Moosa khani and colleges (2008) in a research named "Presenting a model to evaluate the fitness of company in knowledge management fields" after designing a theoretical model, interviewed some authorities about this model by a questionnaire. And finally after recognizing the final model operational rate of above model was tested in research area.

Results of research showed that research area is ready for knowledge management in the field of all factors and indexes. Regarding final scores of the effective factors of being ready for knowledge management from Experts and authorities points of view, these factors include: 1.Culture 2.Substructure 3. Structure 4.Management of change.

As the order of these factors in evaluating research area of being ready for knowledge management is 1-Substructure 2-Culture 3-Structure 4-Management of change.

Rajae and Rahimi (2008) in a research as "Studying the relation between the process of changing knowledge management and function of scientific mission of Isfahan university" included that there is a positive and meaningful relation between the process of changing knowledge management and function rate. Meanwhile there was no meaningful different between average achievement of knowledge management components of scientific mission members based on age, generic state, recruitment condition. The process of changing knowledge management is considered as a conscious approach to develop, store, recover and distribute information and inter organization experience in order to support and promote company operation.

6-Theoretical Framework Of Research

The approach which is used in this research to model and in fact collect different ideas of knowledge management area includes six fields of classifying all variables based on creating, acquiring, storing, using, distributing and evaluating. In this model some cases are mentioned which have the most rules to promote knowledge management. It seems that these components and variables can be presented as a model to promote knowledge management.

In this research some variables are considered. Some variables which were considered as independent variables (creating, acquiring, and storing, using, distributing and evaluating knowledge) and another variable by which changes of independent variable are described is promoting knowledge management which is considered as a dependent variable.

7-Research Hypotheses

Hypothesis 1: Creating knowledge effects on promoting knowledge management.

Hypothesis 2: Acquiring knowledge effects on promoting knowledge management.

Hypothesis 3: Storing knowledge effects on promoting knowledge management.

Hypothesis 4: Using knowledge effects on promoting knowledge management.

Hypothesis 5: Distributing knowledge effects on promoting knowledge management.

Hypothesis 6: Evaluating knowledge effects on promoting knowledge management.

8- Research Methodology

8.1 Research method: This research belongs to developing- operating researches from purpose point of view, and to describe researches from nature and method point of view which gathers needed data of research by library studies, interviewing with Experts and field method. Delphi technique was also used in several stages of research such as designing the primary model of research, determining related factors of promoting knowledge management, and taking effect of suggested model.

8.2 Statistical society: Statistical society of research includes 122 people that all are part –time or full- time members of scientific mission from Kahnooj Azad University. Regarding limitation of statistical society, sampling wasn't done and statistical society generally participated in this research and from all 122 questionnaires 92 ones were came back.

8.3 Method of gathering data: To gather data of this research, the author distributed 122 questionnaires among statistical society and gathered them after completing them.

8.4 Instruments of gathering information: In this research while interviewing the authorized professors in this field and referring to library references (books, articles, theses, and internet) and studying several models of knowledge management, five dimensions including creating, acquiring, storing, distributing and evaluating knowledge which were the most important to promote knowledge management were recognized, then these dimensions were tested by an author-made questionnaire in which validity and credit were evaluated previously. This questionnaire including 32 questions by which statistical society of research determined weighing related indexes to the subject of research with the scores from 1 (minimum) to 5 (maximum) and in the last stage the questionnaire of taking effect of designed model was used to measuring the ideas of Experts was distributed among 30 people of Experts and university professors that were selected by select sampling (non incidental) and from this number 27 invitation questionnaires were presented based on which the credit of mentioned questionnaire is 0/93.

8.5 Validity: In order to determine the validity of research instrument, the ideas of 5 authorities in this field were used. To determine the fitness rate of questions in questionnaire, perfectly suitable, suitable, almost suitable, un suitable and perfectly unsuitable verbal variables were used which have 1, 2, 3, 5, 4 coefficients respectively. So the validity of questionnaire was calculated 0/91 in this order.

8.6 Reliability: In order to determine reliability, retest method was used, such that at first 10 questionnaires related to second and third questions of research were distributed among 10 members of statistical society

and received after completing them. After 10 days the questionnaire were redistributed among the same members. After gathering the first and second stages questionnaires, the validity of questionnaires were approved %87 and %90 respectively by Spearman correlation test, also ten people were omitted from statistical society.

8.7 Method of data (information) analysis: In this research descriptive statistical methods such as Ratio test, Friedman test, Man-Whitney test and Kruskal-Wallis test were used which were analyzed statistically by SPSS software.

9- Hypotheses Test

9.1 Hypothesis 1: Creating knowledge effects on knowledge management.

To study this hypothesis, relationship test was used. Zero assumption and opposite assumption are:

Zero assumption: Creating knowledge doesn't effect on knowledge management (less than half of tests consider the component of creating knowledge as an effective factor to promote knowledge management in Kahnooj Azad university).

Opposite assumption: Creating knowledge is effective to promote knowledge management (more than half of tests consider the component of creating knowledge as an effective factor to promote knowledge management in Kahnooj Azad University).

Table 1: Relationship test to study the effect of creating knowledge on knowledge management

Variable		Classification	Numbers	Model relation	Testing relation	P-number
Group1 Creating Group2 knowledge		<= 12	58	0/63	0/5	0/994
		>12	34	0/37		
	Total		92	1		

Regarding that 34 people (37%) considered creating knowledge as an effective factor to promote knowledge management and according to that P-number of test is 0/994, so creating knowledge doesn't cause to promote knowledge in 5% level. Above Histogram Diagram and below column Diagram approve this problem. Also Skirm (1998) in his hypothesis considers creating knowledge as the most important and maybe the most difficult part of model developing in companies of information and relations technology age. As current companies face to high volume of information and data in the company, but had less attention to this matter that how does knowledge create (Skirm 1988, mentioned in Movahedi and Motamedi research, 2009).

The results of Taghizadehand and colleges research also approve this matter that the gap between current position and suitable position in company is studied for the variable of creating knowledge more than other variables.

Creating organizational knowledge should be considered as a process which explains people knowledge in an organizational form and shows it clearly as a part on organization knowledge network. Creating knowledge is a social process among people in which changing knowledge isn't as a one-side process but as a spiral process.

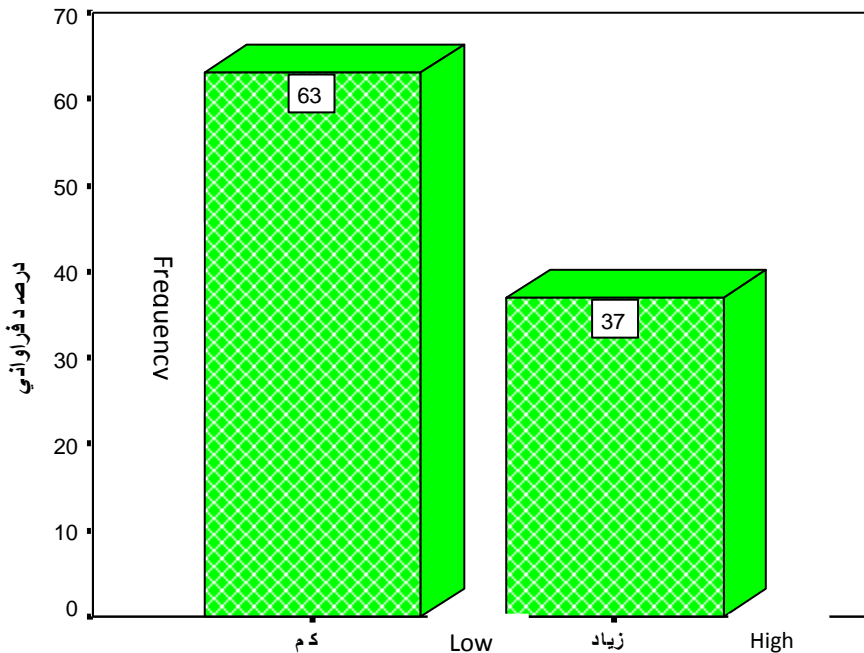


Diagram 1: Effect rate of creating knowledge on promoting knowledge

9.2 Hypothesis 2: Acquiring Knowledge Effect On Promoting Knowledge Management

To study this hypothesis relation test was used. Zero assumption and opposite assumption are:
Zero assumption: Acquiring knowledge doesn't effect on knowledge management (Less than half of tests consider the component of acquiring knowledge as an effective factor to promote knowledge management in Kahnooj Azad University).

Opposite assumption: Acquiring knowledge effects on promoting knowledge management. (More than half of tests consider the component of acquiring knowledge as an effective factor to promote knowledge management in Kahnooj Azad University).

Table 2: Relation test to study the effect of acquiring knowledge component on promoting knowledge management

Variable	Classification	Numbers	Model ratio	Tested ratio	P-number
1 Acquiring 2 Knowledge Total	Group	<= 15	13	0/14	Less than 0/001
	Group	>15	79	0/86	
			92	1	

Regarding that 79 people (86 percent) considered acquiring knowledge as an effect factor to promote knowledge management and according to that P-number of test is less than 0/001, so acquiring knowledge causes to promote knowledge in 0/05 level. Above Histogram model and below column Diagram approve this problem. Petrash (1996) missing also believes that “True knowledge management is for true people in true time which makes them able to decide well (Petrash, 1996, mentioned in azizi and colleges research 101:2010). Missing

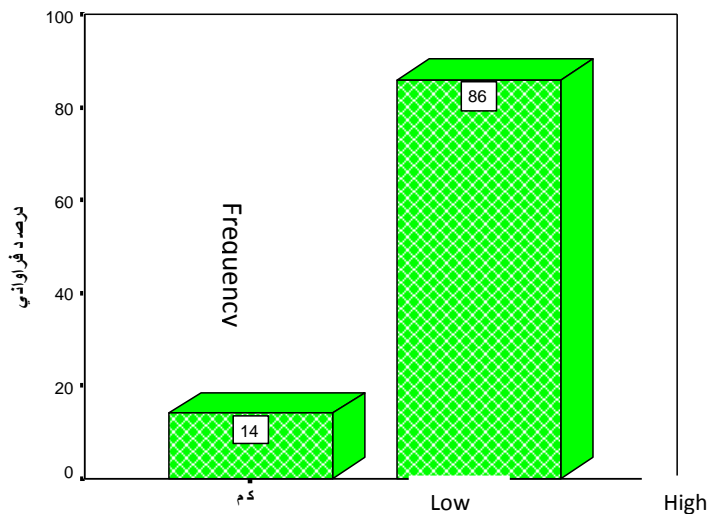


Diagram 2: Effect rate of acquiring knowledge component on promoting knowledge

9.3 Hypothesis 3: Storing Knowledge Effects On Promoting Knowledge Management

To study this hypothesis relation test was used. Zero assumption and opposite assumption are:
Zero assumption: Storing knowledge doesn't effect on knowledge management (Less than half of tests consider the component of storing knowledge as an effective factor to promote knowledge management in Kahnooj Azad University).

Opposite assumption: Storing knowledge effects on promoting knowledge management. (More than half of tests consider the component of storing knowledge as an effective factor to promote knowledge management in Kahnooj Azad University).

Table 3: Relation test to study the effect of storing knowledge component on promoting knowledge management

Variable	Classification	Numbers	Model ratio	Tested ratio	P-number
Group 1	<= 15	16	0/17	0/5	Less than 0/001
	>15	79	0/83		
Storing		92	1		
Group 2					
Knowledge					
Total					

Regarding that 76 people (83%) consider storing knowledge as an effective factor to promote knowledge management and according to that P-number of test is less than 0/001, so storing knowledge causes to promote knowledge in 0/05 level. Above Histogram Diagram and below column Diagram approve this problem. The results of Anvari ,Rostami and Shahai (2009).missing research also approve this matter that: knowledge and experience documentation , is the mediator ring between stages of knowledge management. If some knowledge and experience is determined but isn't contained in memory of organization, so the best use of those knowledge and experience is only for one time. If knowledge is stored and coded in memory of organization so it will stay in organization for every day and if needed people can refer to it, receive and develop it. In addition the activities of documentation (correcting, updating, coding, subject classifying and..... experiences) facilitate distributing and using knowledge in future activities and measures of company (Anvari & Shahai 2009).

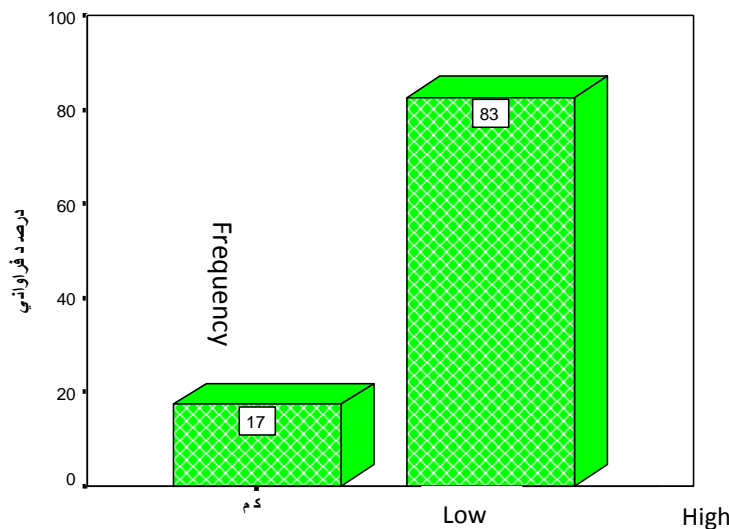


Diagram3: Effect rate of storing knowledge on promoting knowledge

9.4 Hypothesis 4: Using Knowledge Effects On Promoting Knowledge Management

To study this hypothesis relation test was used. Zero assumption and opposite assumption are:

Zero assumption: Using knowledge doesn't affect on knowledge management (Less than half of tests consider the component of using knowledge as an effective factor to promote knowledge management in Kahnooj Azad University).

Opposite assumption: Using knowledge effects on promoting knowledge management. (More than half of tests consider the component of using knowledge as an effective factor to promote knowledge management in Kahnooj Azad University).

Table 4: Relation test to study the effect of using knowledge component on promoting knowledge management

Variable	Classification	Numbers	Model ratio	Tested ratio	P-number
Group 1	<= 15	13	0/14	0/5	Less than 0/001
	>15	79	0/86		
Using		92	1		
Group 2					
Knowledge					
Total					

Regarding that 79 (86%) people regard using knowledge an effective factor to promote knowledge management and according to that P-number of test is less than 0/001, so using knowledge causes to promote knowledge in 0/05 level. Above Histogram Diagram and below column Diagram approve this problem. As a result the components of using knowledge to do work, using knowledge to improve work, using knowledge in organizational changes, using skilled people in a suitable place, using innovative suggestion, using knowledge to present high quality services and the structure of organization could play their rules well to use knowledge. Regarding Sarlak research (2007), the final purpose of using knowledge is improving organizational function. A lot of authorities consider this stage as the most important stage in process of knowledge management because competitive advantage isn't only related to have rich and knowledgeable resources, but relates to use knowledge resources in organizational functions and decisions. When employees use the best experience in new positions to improve their functions, then they analyze and balance those experiences and get a collection of the best experience (Sarlak, 2007, mentioned in Anvari, Rostami and Shahai research 2009).

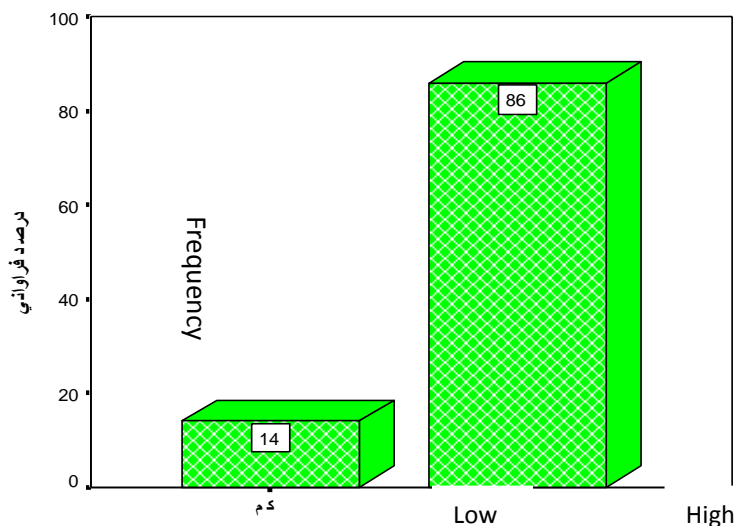


Diagram 4: Effect rate of using knowledge to promote knowledge management

9.5 Hypothesis5: Distributing Knowledge Effects On Promoting Knowledge Management

To study this hypothesis relation test was used. Zero assumption and opposite assumption are:
 Zero assumption: Distributing knowledge doesn't effect on knowledge management (Less than half of tests consider the component of distributing knowledge as an effective factor to promote knowledge management in Kahnooj Azad University).

Opposite assumption: Distributing knowledge effects on promoting knowledge management. (More than half of tests consider the component of distributing knowledge as an effective factor to promote knowledge management in Kahnooj Azad University).

Table 5: Relation test to study the effect of distributing knowledge component on promoting knowledge management

Variable	Classification	Numbers	Model ratio	Tested ratio	P-number
1 Distributing Group 2 Knowledge Total	<= 18	48	0/52	0/5	0/662
	>18	44	0/48		
		92	1		

Regarding that 44 (48%) people regard distributing knowledge an effective factor to promote knowledge management and according to that P-number of test is 0/662, so distributing knowledge causes to promote knowledge in 0/05 level. Above Histogram Diagram and below column Diagram approve this problem. So in regard of organizing a knowledge management

team, managing documents and information, managing relationships and conversations, managing work cycle, exchanging knowledge among people, it is necessary that university perform needed measures to reinforce above components. The knowledge which isn't distributed has a limited value for organization. Organization should create a participation, collaboration and association environment of knowledge. Based on Ernest and Yung research, 50 percent of experts believe that changing mankind behavior is one of executing problem of knowledge management (Glasser 1998, mentioned in Movahedi and Motamedi research 2009). Because of this in knowledge management projects, changing traditional methods and reinforcing structures and technologies are emphasized. So gradual coordinating of knowledge management principles in organization are the most important priorities.

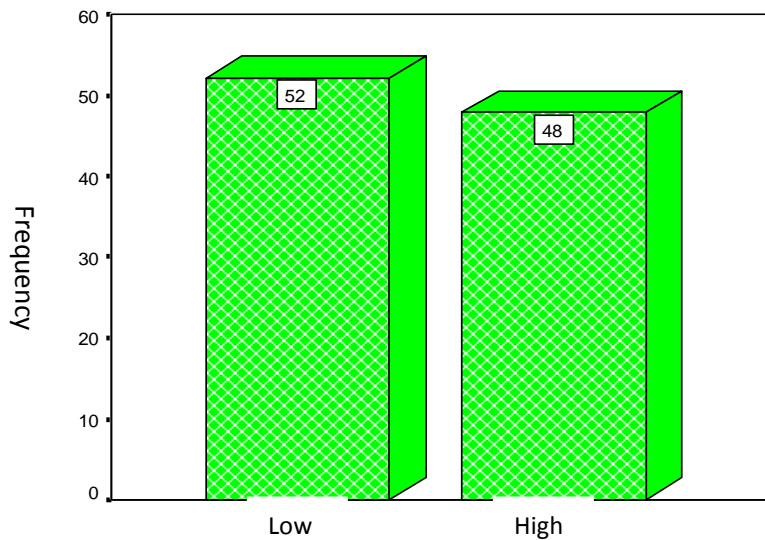


Diagram 5: Effect rate of knowledge distributing component to promote knowledge management

9.6 Hypothesis 6: Evaluating Knowledge Effect On Promoting Knowledge Management

To study this hypothesis relation test was used. Zero assumption and opposite assumption are:
 Zero assumption: Evaluating knowledge doesn't affect on knowledge management (Less than half of tests consider the component of evaluating knowledge as an effective factor to promote knowledge management in Kahnooj Azad University).

Opposite assumption: Evaluating knowledge effects on promoting knowledge management. (More than half of tests consider the component of evaluating knowledge as an effective factor to promote knowledge management in Kahnooj Azad University).

Table6: Relation test to study the effect of evaluating knowledge component on promoting knowledge management

Variable	Classification	Numbers	Model ratio	Tested ratio	P-number
1 Evaluating Group 2 Knowledge Total	<= 15	48	0/52	0/5	0/662
	>15	44	0/48		
		92	1		

Regarding that 44 (48%) people regard evaluating knowledge as an effective factor to promote knowledge management and according to that P-number of test is 0/662, so distributing knowledge causes to promote knowledge in 0/05 level. Above Histogram Diagram and below column Diagram approve this problem. It means that the components of investigating knowledge, evaluating knowledge resources, using suitable instrument of measuring knowledge, comparing the position of organization by top management, and providing knowledge plan should be endeavored seriously. In general the most important rule of knowledge management is being a change manner. Attracting new knowledge into the system in one hand and effective management of the new knowledge in other hand, knowledge management can be the most important facto of changing a company. It should be noted that companies fall in wrong to determine their knowledge resources. These companies mainly concentrate on data, information and generally clear sides of knowledge. But it should be regarded that a big part of knowledge isn't visible; it's called in other words potential knowledge. So they divested their self from a big part of knowledge. These companies with an imperfect knowledge and its improper management have decided unsuitably and created big problems such as increasing costs and unsatisfying citizens.

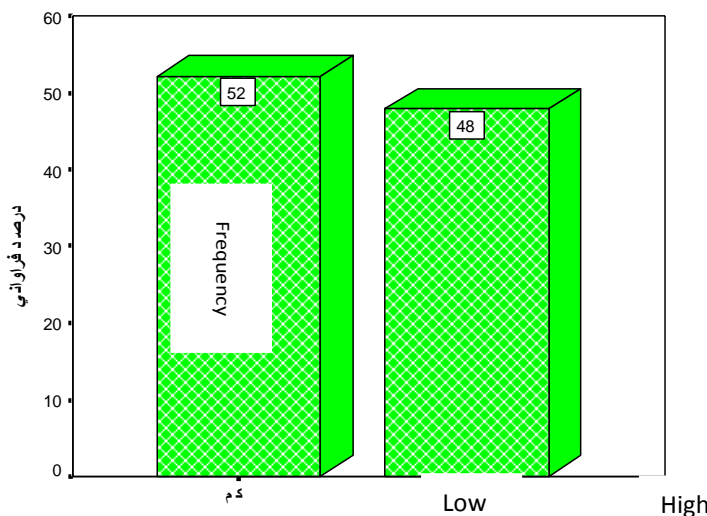


Diagram 6: Effect rate of knowledge evaluating component to promote knowledge management

9.7 Hypotheses 7: Presented Model In This Research Is A Proper Model To Promote Knowledge Management In Kahnooj Azad University

To study this assumption relation test was used. Zero assumption and opposite assumption are:

Zero assumption: Presented model in this research is a proper model to promote knowledge management in Kahnooj Azad university.(Less than half of tests consider the model a proper one).

Opposite assumption: Presented model in this research is a proper model to promote knowledge management in Kahnooj Azad University (More than half of tests consider this model a proper one).

Table 7: Relation test to take the effect of proper model

Variable	Classification	Numbers	Model ratio	Tested ratio	P-number
1	Group	Suitable	25	0/93	Less than 0/001
		Unsuitable	2	0/07	
2	Group		27	1	
Validation of the model					

Regarding that among 27 people of tests, 25 people (%93) consider the model a proper one, and according to that P-number of test is less than 0/001, so taking effect of model to promote knowledge is meaningful in 0/05 level. Below Diagram approves this problem.

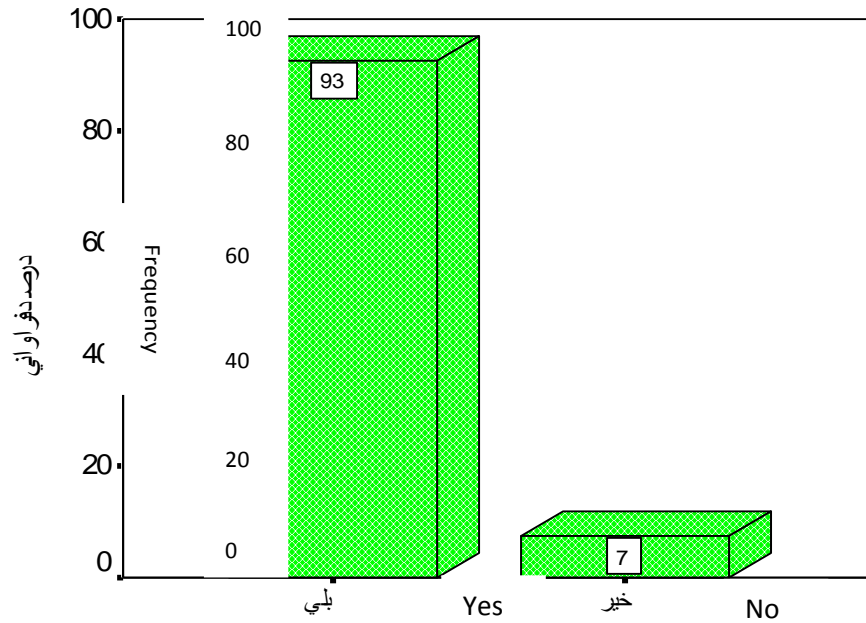
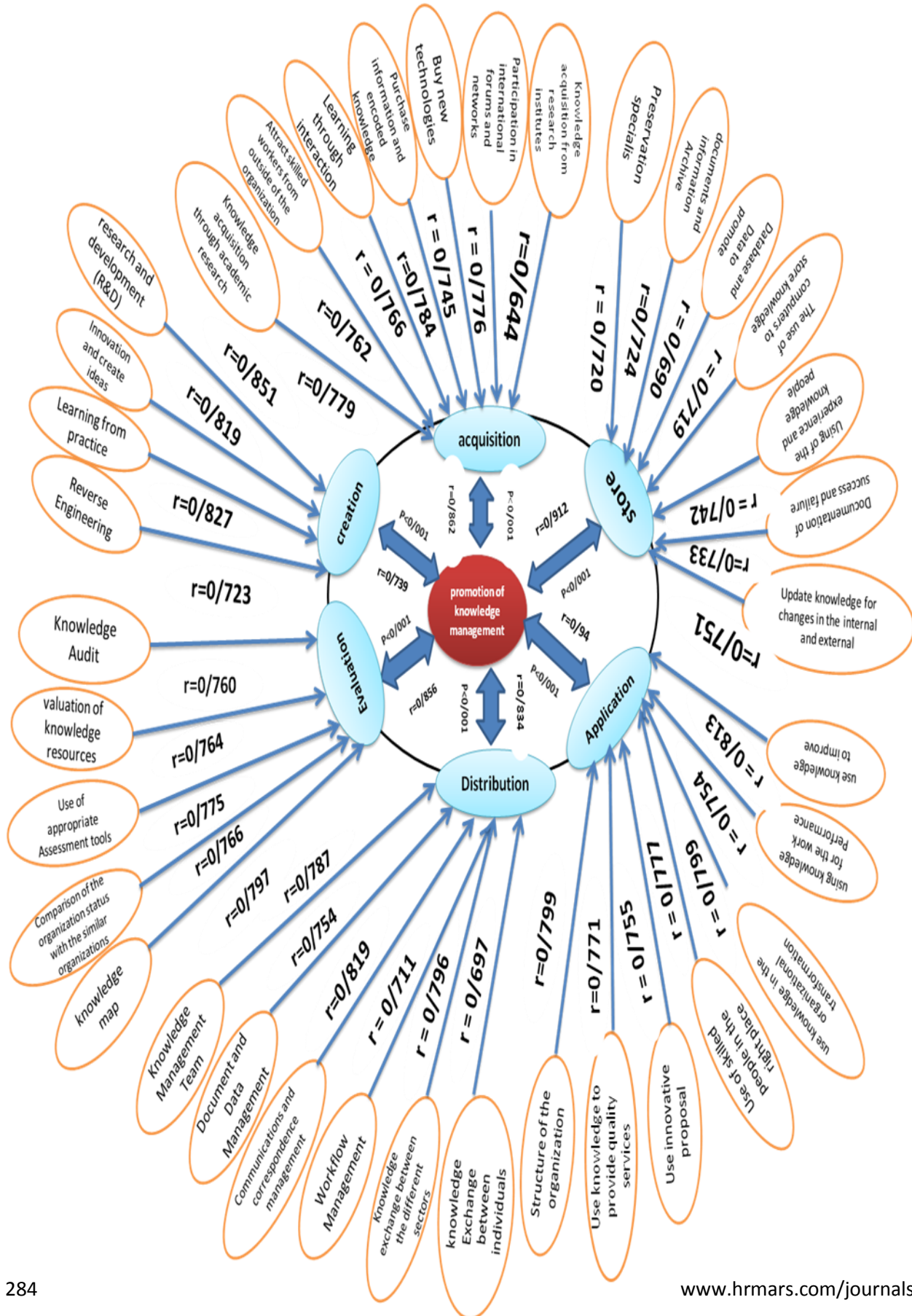


Diagram 7: Validation of the model



Fog1: The final model of Research

10- Discussion

To be survival, each company needs knowledge and learning resources. Knowledge in today world is considered as a competitive advantage and one of the most important factors of production which should be controlled and managed. So the main purpose of this research is taking the effect of a suitable model to promote knowledge management. After studying theoretical and research bases and examining several models of knowledge management, the components of promoting knowledge management were determined and studied, and then these factors were evaluated and weighed using a prepared questionnaire in research area by statistical society. Finally a proper model was designed and approved by Experts.

The results about accept or disprove hypotheses, showed that the hypotheses of creating, distributing and evaluating knowledge don't play a rule to promote knowledge from respondents points of view. And studied company had more weakness than other hypotheses in this field which should perform needed measures to remove this weakness regarding presented suggestion. But the hypotheses of storing, acquiring and using knowledge played an important rule to promote knowledge management.

11- Suggestions Based On Research Findings

1- Regarding that the first hypothesis (creating knowledge) wasn't approved and this hypothesis didn't play a rule to promote knowledge management, so responsible people should pay attention to research and developing (R & D), innovating and creating idea, learning by practice and reverse engineering. According to that the fifth hypothesis (distributing knowledge) wasn't approved and this hypothesis didn't play a rule to promote knowledge management, it is suggested that creating a link in university site and recognizing each section for a teacher and its necessity to present scientific points and exchanging information and notifying directives in this way, cause to distribute and exchange knowledge and finally means of promoting knowledge management are prepared and changing the idea from "knowledge is a power" to "sharing knowledge makes ability" should be happened, because it was observed that members aren't disposed to sharing their knowledge, also making a collaboration atmosphere is a main factor to make effective the activities of knowledge management in knowledge distributing area. Literature of knowledge management it is emphasized that motives to succeed management of knowledge cycle are very vital and important and people in company need suitable motives to be motivated to transmit their knowledge and stored information to another person or group and use current knowledge. If people believe that transmitting and sharing knowledge help to do duties effectively, keep job, develop themselves and progress their jobs, so sharing knowledge will change to a reality.

2- Gathering promotion rule books based on creating and distributing knowledge.

3- Sampling successful experiences in order to encourage learning from others.

4- Necessity of holding educating periods of group work and making groups in order to reinforce organizational learning culture and an organizational creation of learner should be effort by company managers.

5- Providing an archives from skills and experiences of scientific mission members and experiences documentation of every person and distributing it by news conferences and organization site and..... in order to inform people who need to use these experiences in a special field can be used to promote knowledge management. It is worth to note that research companies such as universities or company research units need knowledge management more than each company as pioneer companies to have knowledge.

6- Managers should pay attention to acquiring knowledge, developing knowledge and sharing knowledge in the process of evaluating members. People should know that a big part of their developing in company relates to this subject that how extent did they participate in creation cycle, organization, exchange and using knowledge properties.

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