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INVESTIGATE ON RELATIONSHIP BETWEEN KNOWLEDGE MANAGEMENT  
AND LABOR PRODUCTIVITY OF ETKA ORGANIZATION

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*Abstract*

*This study aims to investigate on relationship between knowledge management and labor productivity of Etko organization. This is applied - descriptive -survey research. Population of this study includes all staffs of the Etko organization including 81 persons. Among hem 66 persons were selected as sample volume. Questionnaire was used to collect data in this research. Reliability nd probability of the questionnaire was confirmed. Cronbach's alpha was used to confirm the validity of the questionnaire. Conceptual model is based on Chen and M. ohammad 2007. To confirm normality of data research, Kolmogorov-Smirnov test was used. SPSS statistical software was used for data analysis and Spearman correlation coefficient was used to test the hypotheses. According to the results of research, there is significant relationship between knowledge management and labor productivity.*

*Keywords: knowledge management, labor productivity, staffs of the Etko organization*

**I. STATEMENT OF THE PROBLEM**

Category of knowledge and its management are gradually replaced opens in organizations. Managers today know that machinery, equipment and buildings cannot take into account as the organization's most important asset. What is considered important asset of any organization includes organizational knowledge and its correct management that leads to competitive advantage for the organization and, ultimately, win the competition (Akhavan and Jafari, 2005). Knowledge Management quickly overshadowed information technology and in some cases even overtaking it. Looking importance of knowledge assets, the need for enterprises to manage their knowledge assets, increased more than ever (Ahmad Poor Dariyani,2005).

In most organizations access to the necessary knowledge to carry out the roles is difficult due to lack of a system that first of all force employees to document the experiences and their work knowledge and secondly be able to regulate job description with scientific information and provide employees (Broorm , 2005).



Although technology can facilitate the acceptance of the role of knowledge management in an organization, may also be considered as a major obstacle in front of it and only makes the accumulation of information (Choi and Lee, 2003).

Knowledge management is a structured approach that places procedures for identifying, evaluating, organizing, storing and applying knowledge to meet the needs and goals of the organization (Davenport and Prusak, 2005).

Piri and Asef Zadeh in determining approaches of applying knowledge management in organizations announced that any attempt to optimize the organization can be used in a wide range of knowledge management and provide suitable knowledge management strategy and effective combination of knowledge management practices based on organizational culture, technology and strategy for organizations (Piri and Asef Zadeh, 2006). Most valuable asset of twenty-first century includes knowledge workers and their productivity (Drucker, 1999).

Knowledge is always dependent on man. So in the long-term knowledge-based organizations, in the areas of competitive, success is attained only through the cooperation of competent. In this regard humans as a goal-oriented and productivity, has a key role. Thus it can be argued that human resource productivity is the most important element of productivity and efficiency in the use or production of knowledge and it is necessary to be a special priority on the agenda of managers ( Afrazeh and Barch, 2004).

The goal of employee productivity includes organizational cultural change that goes by the staff. Therefore it leads to the teamwork, morale throughout the organization, improve organizational culture and profitability ( Gilani Niya and Moosaviyan, 2009). Obviously, in the present era that is in the era of rapid changes of knowledge, knowledge is considered as a valuable resource and asset that requires management. In 1979, Swedish Carl Eric SEO accountant who is the founder of the knowledge management science found out that his company's financial balance sheet only shows the value of its physical assets. Whereas the real value of which was several times the value of its physical competence staff and what the employees form as a collective thought and brain. Productivity of each organization is a function of employee and manager's productivity, organizational, opportunities, resources, and the impact of environmental and other organizations. Productivity of employees is subject to individual variable (abilities and mental skills and history of life), psychological variables (perception, attitude, character, learning, motivation) and organizational variables (leadership resources, , payments, structure, job layout ) ( Dolan and Sholer, 2005). On the other hand the biggest human failure, includes inability to achieve cooperation and understanding with others ( Hersi and Blanchard, 2005). in the new management approach, teamwork and manager's how to work with others is very important ( Prado, 2006, quoted my miller). Given the role of knowledge management in changes to optimize the organization on the one hand and the need for human resource management in the implementation of knowledge management on the other hand, prompted researchers to investigate on the role of knowledge management and review the use of it in the family and its relationship with HR performance . And then the presents the results to the Group's management group and decision-makers as a solution that could be useful and effective for the organization and other similar organizations . Given the



above, the question arises as to whether there is a significant relationship between knowledge management and productivity of ETKA staff ?

## II. THEORETICAL MODEL OF RESEARCH

As knowledge management definition, different models are provided for the design and deployment of the systems. In this study, a model that has been used by Chen and Mohammad studied and completed using by Probst et al.model. Chen and Mohammad believed that knowledge is a phenomenon that arises from social interaction between people.

Thus, (Chen and M. 2007) by adopting interactive approach in their model believe there is knowledge not only in the minds of people, but also in interaction between them and affect employee productivity. They also examined essence of knowledge management in organizations based on employee productivity, i.e. the development of board, safety, planning, interested participants, manpower planning, staff development and management of financial resources and manpower and stated that organizational communication, organizational structure, relations between individuals and human resource management can be obstacles to successful management of organizational knowledge for innovation, competitive advantage and other organizational goals. Organizations should manage enablers of knowledge in a way that will help enterprise productivity. Final research model based on the above literature is shown in the following figure:

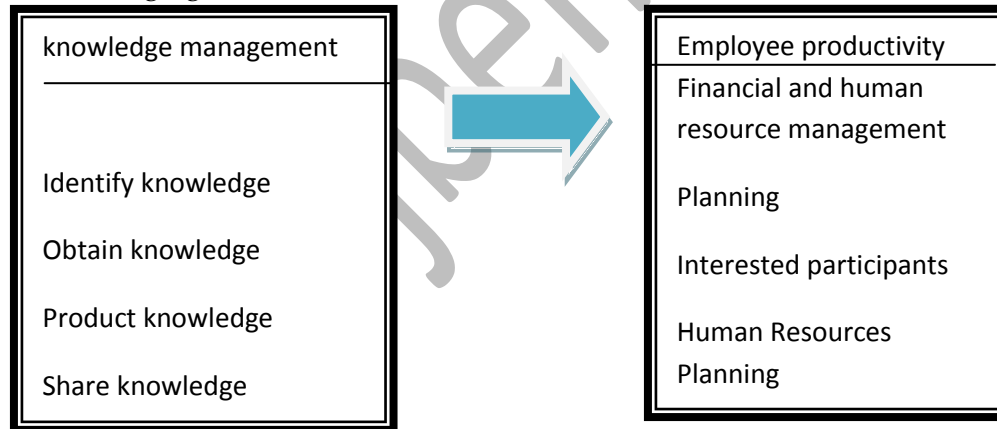


Figure (1): Conceptual Model (Source: Chen and Mohammed, 2007)

## III. HISTORY OF RESEARCH

Muon et al (2011) in a study entitled Effect of Knowledge Management on productivity of industrial enterprises explained the impact of knowledge management on the productivity of companies. the results of this study also concluded that innovative knowledge management impacts significantly and positively on the Company's productivity. A wide range of factors that can affect the successful implementation of knowledge management can be seen in the



literature. For example, culture, information technology and leadership as important considerations in the implementation of knowledge management are discussed. "Saraf" (1989), believes critical success factors and key areas of planning, management and operational that in order to achieve the effectiveness must be considered and action. If these operations are conducted before, they should be supported and updated. They should be developed if are not implemented. Based on the above definition, critical success factors in this study are the internal factors under the control of the organization. External factors such as environmental impacts are not taken into account when implementing knowledge management in organizations because they have little control over them.

Mahmood zadeh ( 2012) investigated on relationship between knowledge performance and organizational performance in hoteling industry ( case study: 4 stars and 5 stars hotels of Tehran city . according to results of this study, most correlation is in relationships between knowledge management and organizational culture, knowledge management and personnel results, as well as application of knowledge and organizational performance. according to data analysis, it can be concluded the enablers of knowledge management impacts significantly on knowledge management and knowledge management impacts on hotels leads to improved organizational performance .

Rajab Beygi ( 2014) investigated on the impact of knowledge management on performance of teaching center of agriculture jihad of Isfahan province. It aims to investigate on the impact of knowledge management on performance of teaching center of agriculture jihad of Isfahan province. Main hypothesis of the research is as follows:

There is significant relationship between knowledge management and efficacy of staffs of Etk organization. The study is based on Lawson models, processes and knowledge management includes 6 stages: knowledge creation, knowledge acquisition, knowledge organization, knowledge storage and application of knowledge. Also, by studying different models of performance assessment, an integrated model suitable for agriculture jihad center was considered. According to the study on the relationship between knowledge management processes and performance of center : there is significant relationship between performance of the center and each one of the following variables as create knowledge, obtain knowledge, organizing knowledge, store knowledge, publication of knowledge, and application of knowledge. In examining the relationship between knowledge management on the performance of the center, using multiple regression, 2 variable were obtained as knowledge organization and acquiring knowledge as predictor variables.

Mohammadi ( 2014) investigated on the relationship between subsystem of knowledge management in learner organization and utilization of human resources in sports federations and concluded there is a significant positive relationship in level 0.01 between all aspects of knowledge management and total knowledge management (  $r = 0.689$ ) and utilization of human resources in sports federations (  $p < 0.01$ ). Finally, stepwise regression analysis showed that among the components of knowledge management, knowledge creation is able to predict the productivity of human resources and there is no difference in relationship between subsystems of knowledge management and human resource utilization in sport federations.





Rahimi (2011) investigated on relationship between Components of organizational knowledge management and the productivity of faculty members of Isfahan province. According to the results of this investigation. The combination of knowledge in the field of knowledge management is the highest position. So, there are externalizing, socializing and internalizing respectively. Also, there is significant relationship between average of knowledge management of faculty members and their efficiency.

#### **IV. HYPOTHESES**

In this respect, a main hypothesis and six secondary hypotheses examined, each of which includes two variables (dependent and independent) . In this research, knowledge management is the independent variable separated in the secondary hypotheses and the dependent variable includes improving productivity of Etká organization staff .

##### **Main hypothesis**

There is significant relationship between knowledge management and efficacy of staffs of Etká organization.

##### **Secondary hypotheses**

According to the above theory and tailored to the characteristics of knowledge management the secondary hypotheses are as follows:

There is significant relationship between identifying knowledge and efficacy of Etká organization.

There is significant relationship between obtaining knowledge and efficacy of Etká organization.

There is significant relationship between product knowledge and efficacy of Etká organization.

There is significant relationship between share knowledge and efficacy of Etká organization.

There is significant relationship between maintaining knowledge and efficacy of Etká organization.

There is significant relationship between applying knowledge and efficacy of Etká organization.

#### **V. METHODOLOGY**

Descriptive research includes a series of methods to describe situations or phenomenon. This study is applied and descriptive method of research - survey and in nature is the correlation.

##### **Population of research**

Scientific research aimed at understanding a phenomenon in a population. The target population includes all elements and people who have a specific geographical scale (global or regional) with one or more are common trait ( Hafez Niya, 2005). The population of this study included all employees (managers, deputies and heads, experts and employees) of Etká organization including 81 persons. Morgan table was used to select sample volume. So, 66 persons were selected as population of research.



### Tools and methods of gathering information

In this study, researchers used standardized questionnaire as follows:

- i. Knowledge management questionnaire of Richardson, 2009
- ii. Assessment employee productivity Questionnaire of cartel and Sochi 2010

### Inventory of the correspondence and questions

Question	variables of research	
1-17	Produce and share knowledge	Knowledge management
18-25	Identify and acquire knowledge	
26-30	Maintenance knowledge	
31-36	Application of knowledge	
1-50	Staff productivity	Productivity

## VI. DATA ANALYSIS

The most important and the main stage of every study is obtaining answer that researchers seek to gain it. The analysis of data provides the ultimate goal of a study. After determining the variables for the analysis of data obtained from descriptive and inferential statistics are used.

Descriptive statistics were used to describe data and inferential statistics for the relationship between data distribution. Then, through the Pearson correlation test and univariate regression analysis we examine the relationship between them. To enter the data and information of Excel software and to analyze the questionnaire, SPSS software was used. To enter the data and information, Excel software and to analyze the questionnaire, SPSS software were used.

### Test data normality

For data normalization, research must use a valid and appropriate test that we continue to introduce and how the efficiency of the test.

### Test data distribution (Kolmogorov-Smirnov)

Before any action, selecting appropriate statistical methods for research and calculating the appropriate test and logical reasoning of hypotheses are the most important work for the implementation of statistical methods about the operation. Awareness of the distribution of data has priorities critically. for this purpose ,in this study Smirnov - Kolmogorov was used to test the normality of data of research.

Evaluation of data distribution of dependent and independent variables (Kolmogorov- Smirnov test)

H0: the data are normally distributed.

H1: the data are not normally distributed



Table (2). Evaluation of dependent and independent data variables distribution (Kolmogorov-Smirnov)

Productivity	Applying knowledge	Maintain knowledge	Knowledge sharing	Knowledge production	Obtain knowledge	Identification of knowledge	normal distribution indices
66	66	66	66	66	66	66	Sample volume
1.865	2.259	2.527	2.540	1.979	2.237	1.829	Smirnov
.062	.149	.311	.610	.219	.128	.052	Sig
Not normal	Not normal	Not normal	Not normal	Not normal	Not normal	Not normal	Result

Is the interpretation of the above table is as follows:

As sig of all variables are more than 0.05, distribution of all variables are not normal.

### Inferential statistics

Pearson and Spearman correlation tests are the most widely used tests in human sciences research. Nominal and ordinal variables are changed to interval and ratio variables and are used for analysis the relationship because equal intervals are considered in most of investigations. If data distribution is normal, Pearson test is used . if not, Spearman correlation test is used. Spearman was used in this research.

### Decision-making rule

The correlation coefficient is statistical tools to determine the type and degree of relationship between two quantity variable.

The correlation coefficient shows intensity of the relationship and the type of relationship (direct or reverse). This index is between 1 to -1. Without the relationship between the two variables is equal to zero. The output of this test shows a correlation coefficient and a significant level. If the significance level is less than the amount of error, it is inferred that the correlation is significant. If sig is less than 0.05, it shows significance of correlation.

### The first sub- hypothesis of research

There is significant relationship between identify knowledge and staff productivity

H0: There is no significant relationship between identify knowledge and staff productivity

H1: There is significant relationship between identify knowledge and staff productivity

$$\begin{cases} H_0 : \rho = 0 \\ H_1 : \rho \neq 0 \end{cases}$$



Table (3): the correlation between identify knowledge and staff productivity of Etk organization

			shenasae	bahrevari
Spearman's rho	shenasae	Correlation Coefficient	1.000	.404**
		Sig. (2-tailed)	.	.001
		N	66	66
	bahrevari	Correlation Coefficient	.404**	1.000
		Sig. (2-tailed)	.001	.
		N	66	66

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Table(4): Calculation of the first research hypothesis test

			Identify knowledge	productivity
Identify knowledge	Spearman coefficients	correlation	1.000	.404**
		sig	.	.001
		society	66	66
Productivity	Spearman coefficients	correlation	.404**	1.000
		Sig	.001	.
		society	66	66

## VII. CALCULATION OF HYPOTHESIS TESTING

According to results of the test, as sig is less than 0.05, H0 is rejected. So, There is significant relationship between identify knowledge and staff productivity. The first sub-hypothesis of the research is confirmed as 95%.

### Second research sub-hypothesis:

There is significant relationship between knowledge acquisition and staff productivity of Etk organization.

H1: There is significant relationship between knowledge acquisition and staff productivity of Etk organization.

H0: There is no significant relationship between knowledge acquisition and staff productivity of Etk organization.

$$\begin{cases} H_0 : & \rho = 0 \\ H_1 : & \rho \neq 0 \end{cases}$$





The test performed is as follows:

Table (5): correlation between knowledge acquisition and employee productivity

Correlations			kasb	bahrevary
Spearman's rho	Kasb	Correlation Coefficient	1.000	.918**
		Sig. (2-tailed)	.	.000
		N	66	66
Spearman's rho	Productivity	Correlation Coefficient	.918**	1.000
		Sig. (2-tailed)	.000	.
		N	66	66

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Table (6): calculation of the second sub-hypothesis test research

			Knowledge acquisition	Productivity
Knowledge acquisition	Spearman coefficients	correlation	1.000	.918**
		sig	.	.000
		society	66	66
Productivity	Spearman coefficients	correlation	.918**	1.000
		sig	.000	.
		society	66	66

According to results of the test, as sig is less than 0.05, H<sub>0</sub> is rejected. So, there is significant relationship between knowledge acquisition and staff productivity of Etk organization. The second sub-hypothesis of the research is confirmed as 95%.

### The third sub-hypothesis

There is significant relationship between knowledge production and staff productivity.

H<sub>1</sub>: There is significant relationship between knowledge production and staff productivity.

H<sub>0</sub>: There is no significant relationship between knowledge production and staff productivity.

$$\begin{cases} H_0 : \rho = 0 \\ H_1 : \rho \neq 0 \end{cases}$$



Test performed:

Table (7): correlation between knowledge production and staff productivity

			tolid	bahrevary
Spearman's rho	Tolid	Correlation Coefficient	1.000	.654**
		Sig. (2-tailed)	.	.000
		N	66	66
	Bahrevary	Correlation Coefficient	.654**	1.000
		Sig. (2-tailed)	.000	.
		N	66	66

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Table (8): Calculation of the third research hypothesis test

			Knowledge production	Productivity
Knowledge production	Spearman coefficients	correlation	1.000	.654**
		sig	.	.000
		society	66	66
productivity	Spearman coefficients	correlation	.654**	1.000
		sig	.000	.
		society	66	66

**Test results:**

According to the results of test, sig is less than 0.05. hence, h0 is rejected i.e. there is significant relationship between knowledge production and staff productivity. So, the third sub-hypothesis of the research is confirmed as 95%.

Sub-Hypothesis 4 of research:

There is significant relationship between knowledge sharing and employee productivity of Etk organization

H1: There is significant relationship between knowledge sharing and employee productivity of Etk organization

H0: There is no significant relationship between knowledge sharing and employee productivity of Etk organization



$$\begin{cases} H_0 : \rho = 0 \\ H_1 : \rho \neq 0 \end{cases}$$

The test performed:

Table (9): correlation between knowledge sharing and productivity of Etk organization staff

			eshterak	bahrevary
Spearman's rho	Eshterak	Correlation Coefficient	1.000	.655**
		Sig. (2-tailed)	.	.000
		N	66	66
	Bahrevary	Correlation Coefficient	.655**	1.000
		Sig. (2-tailed)	.000	.
		N	66	66

\*\* . Correlation is significant at the 0.01 level (2-tailed).

### Test results

According to the results of test, sig is less than 0.05. hence, h0 is rejected i.e. there is significant relationship between knowledge sharing and employee productivity of Etk organization . So, the fourth sub-hypothesis of the research is confined as 95%.

### Sub-hypothesis 5 of research

There is significant relationship between knowledge retention and employee productivity of Etk organization.

H1: There is significant relationship between knowledge retention and employee productivity of Etk organization.

H0: There is no significant relationship between knowledge retention and employee productivity of Etk organization.

$$\begin{cases} H_0 : \rho = 0 \\ H_1 : \rho \neq 0 \end{cases}$$

Table (10): correlation between knowledge retention and employee productivity of Etk organization.

			Negahdary	bahrevary
Spearman's rho	Negahdary	Correlation Coefficient	1.000	.849**
		Sig. (2-tailed)	.	.000
		N	66	66
	Bahrevary	Correlation Coefficient	.849**	1.000
		Sig. (2-tailed)	.000	.
		N	66	66



			Negahdary	bahrevary
Spearman's rho	Negahdary	Correlation Coefficient	1.000	.849**
		Sig. (2-tailed)	.	.000
		N	66	66
	Bahrevary	Correlation Coefficient	.849**	1.000
		Sig. (2-tailed)	.000	.
		N	66	66

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Table(11):Calculation of the fifth research hypothesis test

			Maintenance knowledge E	productvity
Maintenance knowledge	Spearman coefficients	correlation	1.000	.849**
		sig	.	.000
		society	66	66
Productivity	Spearman coefficients	correlation	.849**	1.000
		sig	.000	.
		society	66	66

According to the results of test, sig is less than 0.05. hence, h0 is rejected i.e. There is significant relationship between knowledge retention and employee productivity of Etk organization.  
. So, the fifth sub-hypothesis of the research is confirmed as 95%.

#### Sub-hypothesis 6 of research

There is significant relationship between applying knowledge and staff productivity of Etk organization.

H1: There is significant relationship between applying knowledge and staff productivity of Etk organization.

H0: There is no significant relationship between applying knowledge and staff productivity of Etk organization.



$$\begin{cases} H_0 : \rho = 0 \\ H_1 : \rho \neq 0 \end{cases}$$

Test performed:

Table (12): correlation coefficient between the application of knowledge and productivity Etka staff

			bekargiry	Bahrevary
Spearman's rho	Bekargiry	Correlation Coefficient	1.000	.590**
		Sig. (2-tailed)	.	.000
		N	66	66
	Bahrevary	Correlation Coefficient	.590**	1.000
		Sig. (2-tailed)	.000	.
		N	66	66

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Table(13): Calculation of the sixth research hypothesis test

			application of knowledge	Productivity
application of knowledge	Spearman coefficients	correlation	1.000	.590**
		sig	.	.000
		society	66	66
Productivity	Spearman coefficients	correlation	.590**	1.000
		sig	.000	.
		society	66	66

According to the results of test, sig is less than 0.05. hence, h0 is rejected i.e. there is significant relationship between applying knowledge and staff productivity of Etka organization.

So, the fifth sub-hypothesis of the research is confirmed as 95%.

### The main hypothesis test

There is a significant relationship between knowledge management and productivity of Etka organization staff.





Summary table of results

Table(14): Results of Hypothesis

Results	Test type	Hypothesis
Confirm hypothesis	Spearman correlation coefficients	A significant relationship between knowledge management and productivity of Etka staff.
Confirm hypothesis	Spearman correlation coefficients	There is a significant relationship between identification of knowledge and productivity of Etka staffs .
Confirm hypothesis	Spearman correlation coefficients	There is a significant relationship between knowledge acquisition and productivity of Etka staffs.
Confirm hypothesis	Spearman correlation coefficients	There is a significant relationship between knowledge production and Productivity of staff of Etka organization.
Confirm hypothesis	Spearman correlation coefficients	There is a significant relationship is between knowledge sharing and productivity of staff of Etka organization.
Confirm hypothesis	Spearman correlation coefficients	There is a significant relationship between Knowledge retention and productivity of staff of Etka organization.
Confirm hypothesis	Spearman correlation coefficients	There is a significant relationship between knowledge application and productivity of staff of Etka organization.

## VIII. SUGGESTIONS

According to the results of this research, there is significant relationship between knowledge management and Etka staff productivity. Therefore, it is suggested to staffs of Etka organization to emphasize more on this topic and move toward obtaining higher productivity. Philosophy of existence of organization should be defined. The philosophy should answer the following questions:

Why should the organization be accepted in the business market and obtain reward for what they do?

Because the amount of knowledge in an organization have a positive impact on productivity and capability of the employees can be said that "create the basis for the exchange of knowledge, experiences and skills through work teams" as well as "cultural development effective to facilitate learning" and " create the appropriate field and enhance organizational learning " play important role to improve organizational learning. Human resources and organizational structure are considered as the most important factors of establishing knowledge management completely in and organization, because these two factors are effective for other factors. In the field of human resources and hiring process use forces that desire to learn, create



and exchange their knowledge. And in the efficiency rating system for evaluating employees' participation should be based on the exchange process and use of this assessment knowledge. Education systems should be designed based on a deeper motivation to learn and apply learning in the workplace and transfer to partners. Material reward system should be based on appreciation and encouragement from those who have created basis to transfer knowledge and build partnerships between people. Running scientific conferences for exchanging experiences of successful and retired forces to other forces is useful in implementing knowledge management in organizations. Knowledge management positions should be defined in the organization structure and required standards should redesign in the development of organizations. Staff awareness of the changes and the benefits of establishing knowledge should be increased. Participative management culture and questions and research in organizations should be institutionalized. Processes, procedures and guidelines are constantly reviewed and defect fixes. New systems and technology be used in organization structure .In organizational structure by creating systems and procedures that are in direct contact with knowledge management, start to design new system and methods to facilitate the impletion of knowledge management. Also, it is possible to provide some approached such as create a knowledge base in order to create an atmosphere of trust to implement knowledge management, form a Knowledge Creation working group to minimize the biases and personal experiences in profitability of results (due to the multiple views of the Committee)and creating IT-oriented viewpoint about data classification, and encoding them. Effective relationship between Senior Managers and successful organizations in this field is useful.

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