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INVESTIGATING THE EFFECT OF KNOWLEDGE MANAGEMENT ON HUMAN RESOURCE STRATEGY (CASE STUDY: NASIM SHAHR MUNICIPALITY)

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Abstract: The purpose of current research is investigating the effect of Knowledge Management on Human Resource Strategy (case study: Nasim Shahr Municipality). This research is descriptive – correlational research. Statistical population of this study is employees of Nasim Shahr Municipality in 2017 that the population is 103 people. Total population were selected as sample because of small size of population. In order to collect data, Sheron and Lawson (2003) knowledge management questionnaire has been used which consisted of 24 questions and human resource questionnaire which had 27 indicators. In order to analyse data, SPSS software and Pearson correlation test and regression have been used to test hypothesis. The results showed that there is significant relationship between knowledge management and strategies of human resources.

Keywords: Knowledge Management, Human Resource Strategy, Knowledge Creation

1. INTRODUCTION AND RESEARCH PROBLEM

Rapid and complicated globalization steps caused vast challenges for managers of human resources. Strategies of human resources were changed and grown as significantly. These strategies are to display movement for human resources in long terms and enable organization to stay efficient as for changing environment.

Strategies consist of all necessary actions to success of organization. Strategic management domain promotes management of human resource from tactical, operational and administrative level and converts it into strategic decision. Manager of human resource with strategic insights caused special responsibility and responding which its necessity is to have strategic insight and cast understanding from speciality humanities. In approach where is described for human resource, it is emphasized upon value of implicit learning of staff in workshops and effort to enable personal learning and knowledge by personnel in order to obtain competitive advantage (Seyed Nagavi and Yaghoubi, 2006).

The most effective way to obtain competitive advantage is to efficient staff and management, classification, use of their knowledge and to share knowledge in organization. Conversion of personal knowledge to organizational knowledge is to use for others and it is considered that staff are regarded as administrative insight (Brokman and Morgan², 2003). In this situation, strategies of human resource play vital role to increase competitive advantage (Ganon, 1999:20).

Human resources can help knowledge management to obtain their aims because knowledge is shared among people. Of basic Minorjects in knowledge management is to obtain intelligent capital and we find its important role for doing it (Armstrong, 2006). Absolutely, strategies of human resources shall be successful when the staffs ensure that the organization in which work, is confidential and pay attention to them (Thite, 2004), trust and justice locate in heart of knowledge management which not sharing. Generally, increase of trust among personnel increases chance of sharing and knowledge transaction and in this relationship, human resource unit can play vital role to increase and promote confidence (Siemens, 2003). Development of trust between management and staff shall be difficult but possible and it seems that plays vital role in sharing knowledge (Koling, 2000). According to Koling, key solution can facilitate innovations of knowledge management to attract and selection. And organization finds people who their values and insights are proportionate with values and cultures. According him, efficient attraction is on human resource domain which its mimic is difficult (Thite,

2004), as for above content, the main question is that is knowledge management effective on strategies of human resource or not?

2. NECESSITY AND IMPORTANCE OF SUBJECT

New theories consider staff with their total values and organization with its changes and variations and necessity of flexibility of internal structure of organization is important to respond changes. Thus, it is advised changes and variations instead of passive behaviors and necessity of flexible methods in framework of strategic insight is valuable. Thus, it feels needing integrated knowledge management and strategic policies of human resource as flexible in organization. By combining strategic resources and continuous necessities in order to perform business strategies, required capabilities are ensured and necessary leverages are provided. Assembling knowledge management in organization as well processes of human resources can ensure to obtain added value. Where collection of senior group cooperates to compile and manage affairs, it is accepted that knowledge staff can transact each other. The staffs have needs and expectations which are not conform to needs and anticipations of organization and the managers shall comprehend it to ensure values and identify and save knowledge of staff as well target and stimulate it for integration of strategy as for discussions. The following results obtained as for interview with managers and field observations and offer seminars on presentation of knowledge management.

- 1-All organizations studies were agreed with locating knowledge management system
- 2-The organizations have not documental information on their knowledge in its organization
- 3-In organizations studied, knowledge management was not part of strategic plans
- 4-The managers are informed in terms of their personal teachings on importance of knowledge to obtain success
- 5-The managers believed that knowledge is transacted by unofficial communications, internal control meetings and conferences and no network for transacting knowledge.
- 6-The staff who are dismissed from organization were agreed that in order to prioritise titles of culture, reward, employment and maintenance staff (Seyed Naghavi and Yaghobi, 2006).

3. RESEARCH HYPOTHESES

3.1. Main Hypothesis

There is significant relationship between knowledge Management and strategies of human resource in Nasim Shar municipality.

3.2. Minor Hypotheses

There is significant relationship between knowledge creation and strategies of human resource in Nasim Shar municipality.

There is significant relationship between knowledge attraction and strategies of human resource in Nasim Shar municipality.

There is significant relationship between Knowledge organization and strategies of human resource in Nasim Shar municipality. There is significant relationship between knowledge saving and strategies of human resource in Nasim Shar municipality. There is significant relationship between knowledge distribution and strategies of human resource in Nasim Shar municipality.

There is significant relationship between knowledge application and strategies of human resource in Nasim Shar municipality.

4. RESEARCH BACKGROUND

Mirali Seyed Naghavi and Siamak Yagoubi (2006) performed research as role of knowledge management in compilation of strategies of human resource and the results obtained as with prioritization of organizations to develop human resource.

Seyedreza Seyedhjavadin and et al (2008) performed research as human resource management, insights of staff and develop knowledge in organizations, the findings showed that effect of each of actions is important. The effect of different insights on knowledge management is different, so that each of actions caused the insights are regarded as mediators in relation with actions of management.

Fatemeh Barkhordari (2009), conducted research as relationship of human resource management and knowledge management. The findings show close relationship between dependency of human resource management and knowledge management between staff and knowledge management. If human resource management is effective to manage persons and if knowledge is the most valuable resource, then, human resource management and knowledge management has close relationship.

Siyamak Yagoubi (2009) performed research as knowledge management and its new role. In current world, it is so important to obtain Minorstantial and Minorstitutable resource which is regarded from leadership, management ability as competitive advantage and knowledge is main key for stability and durability of organizations. Knowledge management is regarded as factor in relations

between humans' organizations, native and international culture.

Hossein Kannjnia and Ziba Talebian Sufi (2011) conducted research as position of knowledge management in HRM. In this research, they tried to discuss position of knowledge management in human resource and in fact, one concludes that knowledge management and human resource have close relation and knowledge management and it is evolved for human resource.

Hamideh Pouri and et al (2011) performed research as relationship of capacity of knowledge management and strategic management of human resource in Golestan province. The findings showed there are two significant indicators.

Mohammad ali Sarlak et al (2015) conducted research as discussion of role of knowledge in prioritization of human resource. The results showed that final order of knowledge management criterion was that data was in first rank with sensible difference and wisdom, staff, knowledge, information were on other priorities. Compared 6 indicators, coordination and integration are on first priority. Compared with 6 indicators of knowledge, it was recognized that scale of development of knowledge is on first rank. Compared with 6 indicators, it was recognized that innovation capabilities. Compared with 6 indicators, it was recognized that rate of staff that left organization are on first priority. The results ordinary staffs are on first rank and senior managers are on last rank.

In research of Lau & Tsui (2009) relationship between knowledge management and restoration of electronic learning was discussed in Hong Kong University of Technology. The results showed that there is direct and strong relationship between dimensions and processes of knowledge management with effective electronic learning. The findings showed that knowledge management provides a field the users can share and facilitate their knowledge and restores performance. Knowledge management extends learning environment and accelerates learning environment. The instruments shall offer knowledge management are email communications, chat rooms, discussion rooms and consulting and the users can prioritize their knowledge needs to promote learning.

Table 2: Pearson correlation test for test of hypothesis

Hypothesis	Predictable variables		Dependent variable	Result
Main hypothesis 1	Knowledge management	Correlation coefficient	.719*	Confirmed
		Sig. (1-tailed)	.000	
		Number of observation	103	
Minor-hypothesis 1	Knowledge Creation	Correlation Coefficient	.702*	confirmed
		Sig. (1-tailed)	.000	
		Number of observation	103	
Minor-hypothesis 2	Knowledge attraction	Correlation Coefficient	.773**	confirmed
		Sig. (1-tailed)	.000	
		Number of observation	103	
Minor-hypothesis 3	Knowledge organization	Correlation Coefficient	.687**	Confirmed
		Sig. (1-tailed)	.000	
		Number of observ	103	

Minor-hypothesis 4	Knowledge saving	Correlation Coefficient	.700**	Confirmed
		Sig. (1-tailed)	.000	
		Number of observation	103	
Minor-hypothesis 5	Knowledge distribution	Correlation Coefficient	.730**	Confirmed
		Sig. (1-tailed)	.000	
		Number of observation	103	
Minor-hypothesis 6	Knowledge application	Correlation Coefficient	.709**	Confirmed
		Sig. (1-tailed)	.000	
		Number of observation	103	

7. CONCLUSION

As for results, all hypotheses confirmed. The results conform to results of Seyednagavi and Yaghubi (2006), Seyedreza Seyedjavadin et al (2008), Barkhordai (2009), Yaghubi (2009), Kanji, Talebian and Sufi (2011), Puri et al (2011) and Sarlak et al (2015). In order to rank effective variables on strategies of human resource, Friedman test was used which are seen in following table:

Table 3: Rank variables

Rank	Average	Variable
4	4.03	Knowledge management
5	3.09	Knowledge creation
7	1.07	Knowledge attraction
2	5.86	Knowledge organization
1	5.89	Knowledge saving
6	2.50	Knowledge distribution
3	5.55	Knowledge application

Table 4: Statistics Test

Number	103
Chi-Square	466.548
Freedom degree	6
Significant level	.000

As for results ($p < 0/01$), by confidence 99%, one concludes that Friedman test was significant and ranks of variables are different.

The results of following table show that variables like knowledge saving, knowledge saving, knowledge attraction, knowledge application, knowledge distribution are from first to seven ranks.

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