

the study of IT infrastructure, corporate culture and organizational structure for the implementation of knowledge management in the municipality of Isfahan

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Abstract

today, knowledge as a key competitive asset and valuable as a basis for sustainable growth and a key to sustainable competitive advantage is an organization's knowledge management also allows organizations to use their intangible assets and the benefit created value by improving organizational performance. This research is descriptive method and the tools are collected. Reliability and validity using Cronbach's alpha is approved by experts. The sample size is achieved with a sample of 130 people. Sampling was random. The results showed that all three aspects of the IT infrastructure, organizational structure and corporate culture are in a better position.

Keywords: knowledge, knowledge management, organizational culture, organizational structure, information technology and Isfahan Municipality

Introduction:

In a knowledge-based economy, intangible assets based organizations increasingly become a competitive factor. Such assets such as reputation, brand and technical staff as are the essence of competitive advantage (Nahapiet and Ghoshal, 1998; Tis, 1998). Today, managers keen to develop knowledge management systems in organizations with the aim of using the results are beneficial. One of the most common processes, knowledge sharing and knowledge management is introduced in different structures. Knowledge management can integrate with the organization's knowledge capital in different sectors and direct impact on concepts such as customer orientation, organizational learning, organizational culture, leadership and decision making smart, new knowledge and tacit knowledge to explicit conversion, promotion the activities and achieve the desired goals to have. Here comes the study of the municipality of its intention to implement knowledge management and to know whether any action should be primarily

organizational structure, infrastructure, information technology, organizational culture for the implementation of knowledge management in what position There. Therefore, this study tries to evaluate the infrastructure, organizational culture and structure to examine the feasibility of implementing knowledge management in the municipalities studied. Knowledge gaps and weaknesses, knowledge management, knowledge management and provides for the establishment of the overall response of this study could entrepreneur and guide municipal managers is to establish a knowledge management system. Accordingly, it can be said that the establishment of a successful knowledge management system requires that the Isfahan Municipality of proper infrastructure, organizational structure, information technology, organizational culture awareness to the benefits of establishing a knowledge management system.

Theoretical basis of research:

knowledge management:

In a knowledge-based economy, intangible assets based organizations increasingly become a competitive factor. Such assets such as reputation, brand and technical staff as are the essence of competitive advantage (Nahapiet and Ghoshal, 1998; Tis, 1998). Today, managers keen to develop knowledge management systems in organizations with the aim of using the results are beneficial. One of the most common processes, knowledge sharing and knowledge management is introduced in different structures. Effective knowledge-sharing between members of the organization will lead to reduced costs in the production of knowledge, improve performance, improve service delivery and ensure the dissemination of best practices and organization of work within the organization to be able to solve their problems (Danaeefard et al., 2010) . Knowledge management can integrate with the organization's knowledge capital in different sectors and direct impact on concepts such as customer orientation, organizational learning, organizational culture, leadership and decision making smart, new knowledge and tacit knowledge to explicit conversion, promotion the activities and achieve the desired goals to have. Here comes the study of the municipality of its intention to implement knowledge management and to know whether any action should be primarily organizational structure, infrastructure, information technology, organizational culture for the implementation of knowledge management in what position There.

F13Knowledge gaps and weaknesses, knowledge management, knowledge management and provides for the establishment of the general response can study for the establishment of knowledge management is an entrepreneur and company managers. Accordingly, it can be said that the establishment of a successful knowledge management system requires that the Isfahan Municipality of proper infrastructure, organizational structure, information technology, operational, organizational culture, time, economic, legal and technical knowledge to take advantage of the establishment the knowledge management system. Different researchers have different processes for managing knowledge creation, transmission and use (Spender, 1996), the acquisition, transfer and use (DeLong, 1997); to identify, acquire, develop, sharing / dissemination, use and maintenance (Probst et al., 2000) have identified. Alavi and Lydnr (2001) examined the characteristics of the models and four process creation, storage / retrieval, transfer and application were introduced. Also, Shine and others (2001) Authors different terms to describe the merge their knowledge management processes and knowledge management processes for the creation, storage, dissemination and application of their classification. In recent years some authors concluded that the four dimensions of knowledge management processes, including knowledge acquisition, knowledge preservation, knowledge transfer and application of knowledge (Goldman et al., 2001; Park, 2006).

The concept of knowledge and classification of knowledge because no development in the field of knowledge management by distinguishing between different types of knowledge are affected, is important (Alavi and Linder, 2001). There are different opinions about the classification of knowledge, although traditional knowledge into explicit knowledge and tacit attitude each. The next obvious knowledge of knowledge that can be encrypted and transferred through official language and systematic. Tacit knowledge is personal knowledge that the formal, recorded or stored in people's minds as it is difficult (Tayvana, 2002). Hubert (1996) revealed knowledge as expressed in details like the words, books, reports and data collected is Thyrshdh and tacit knowledge can not be explained as such insights, attitudes, beliefs, and values people As a result of his personal experiences to shape this location. Nonaka and Takeuchi (1995) expressed the characteristics of tacit and explicit knowledge. Hassan and Al-Hawari (2003), a broad concept of knowledge-based enterprises Nonaka (1995), in which the classification created by Nonaka semi-open and semi-implicit classes were added. These changes added four process knowledge through knowledge management using this model can be recognized and developed. Semi-implicit with the highest and lowest temperature in the diffusion index is encrypted. The lowest temperature in the semi-explicit index is encrypted. According to Nonaka and Takeuchi (1995), four process of socialization, externalization, combination and was introduced to Hasan and Al-Hawari detailed internal process for the conversion of explicit knowledge in the form of semi-implicit, taken for the conversion of semi-tacit knowledge into explicit ; standardizing the conversion of tacit knowledge in the form of semi-open and semi-open system, empowering clearly add to translate knowledge from them. The ability to manage knowledge is critical in today's knowledge-based economy. Creating and sharing knowledge are important factors have become. In the beginning, knowledge management as a process of applying a systematic approach to acquiring, structuring, management, and distribution of knowledge across an organization to do things faster, reuse of best practices, and reduce duplication defined (Ghelich Lee, 2008: 19). A good definition of knowledge management is the integration of the acquisition and storage of explicit knowledge, and intellectual capital management (Dalkr, 2005).

Lawson (2003) by combining and refining processes, knowledge management, three groups of researchers, including Wiig (1997), Parikh (2001), Horwich and Rmakast (2002), which includes a six-step model: 1. knowledge, 2. Knowledge , (3) knowledge management, knowledge stored 4.dissemination of knowledge lots offered.

Feasibility studies

Limited resources, is necessary for the optimal use of existing facilities and capital to be applied in the best way possible. Improper use of funds, not only provides investors with an opportunity lost, but he may be faced with irreparable losses. One of the most effective ways to optimize the use of existing resources and prevent potential losses, having enough information to predict the results of investment and determine the factors affecting the profitability of the project (Mohseni, 2006). Collecting, classifying and analyzing information about the possibilities and limitations and also to estimate the hardware and software requirements for the implementation of investment projects and ultimately predict the profitability of projects and the effects of economic, social and cultural on society including the results of feasibility studies and science is correct. Feasibility, in general, refers to the study and analysis of the chances of success of a project or business. In other words, the purpose of the feasibility study to determine the feasibility and effectiveness of a project and it is being implemented (Soltani, 1999). These studies usually off-set by a third party investors and business partners of the project or done, because in

the face of investment opportunities, many capitalists or investors may be interested in an optimistic way, only the advantages or positive points of focus. Feasibility study, especially with the use of external consultants or investment system (third party) provides the possibility that all positive and negative aspects of the investment project or position to be measured. In other words, all the factors affecting the project were carefully examined and autopsy, the strengths and weaknesses associated with it, and finally the review of justification of investments, respectively.

Research Methodology:

The method of research is the most fundamental issue. If you fit the theme of the research method, the research work will be done faster and more reliable sample according to the sample at the 5% level, sample size of 130 is obtained. The data collected in accordance with the whole five-point Likert questionnaire is closed. Both the questionnaire and its reliability and validity have been demonstrated in previous studies. Analysis of test data are average.

Research findings:

Descriptive analysis results show that 39 percent of people in the region, 6% and 55% of people in the organization are in the department. About 65 percent of men and about 35 percent are women. About 16.2% of those under the age of thirty years, 38.5% between thirty to thirty-five years, 18.5% between thirty-five to forty years, and 26.9% are over forty years old. Approximately 406% of associate degree, 47.7 percent of undergraduate, postgraduate and 6.2, 40.8% of those with a doctoral degree.

The average potential of organizational culture

H1: Average component 3 is equal to the potential of organizational culture

H2: Average potential component of organizational culture is not equal to 3

One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
potential of organizational culture	130	2.9969	.76431	.06703

One-Sample Test

	Test Value = 3					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
potential of organizational culture	-.046	129	.963	-.00308	-.1357	.1296

Given the significant level of IT coefficients obtained, we conclude the null hypothesis was accepted and the average organizational culture is equal to 3.

Average importance of organizational culture

H0: Average component of culture is equal to 3

H1: Average component of culture is not equal to 3

Given the significant level of IT coefficients obtained, we conclude the null hypothesis is rejected and the average dimension of culture is not equal to 3.

	N	Mean	Std. Deviation	Std. Error Mean
importance of organizational culture	130	3.7308	.88281	.07743

One-Sample Test

	Test Value = 3					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
importance of organizational culture	9.438	129	.000	.73077	.5776	.8840

Average potential structure:

H0: Average component of potential structure is equal to 3

H1: Average component of potential structure is not equal to 3

One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
potential structure	130	2.7246	.74345	.06521

One-Sample Test

	Test Value = 3					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
potential structure	-4.223	129	.000	-.27538	-.4044	-.1464

Given the significant level of IT coefficients obtained, we conclude the null hypothesis is rejected and the average of the production of knowledge is not equal to 3. Since the upper limit and lower limit as a negative number as well as a negative number, it follows the structure of the test, the average of the potential for less is the number three.

Average importance of structure

H0: Average component of importance of structure is equal to 3
H1: Average component of importance of structure is not equal to 3

One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
importance of structure	130	3.5585	.82620	.07246

One-Sample Test

	Test Value = 3					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
importance of structure	7.707	129	.000	.55846	.4151	.7018

Given the significant level of IT coefficients obtained, we conclude null hypothesis is rejected and the average dimension of the structure 3 is not equal.

Average potential IT:

H0: Average component of potential IT is equal to 3
H1: Average component of potential IT is not equal to 3

One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
potential IT	130	3.0338	.69422	.06089

One-Sample Test

	Test Value = 3					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
potential IT	.556	129	.579	.03385	-.0866	.1543

Given the significant level of IT coefficients obtained, we conclude the null hypothesis was accepted and the average of the IT potential is equal to 3.

Average of IT importance:

H0: Average component of IT importance is equal to 3
H1: Average component of IT importance is not equal to 3

One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
IT importance	130	1.2349	.28505	.02500

One-Sample Test

	Test Value = 3					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
IT importance	-70.603	129	.000	-1.76513	-1.8146	-1.7157

Given the significant level of IT coefficients obtained, we conclude the null hypothesis is rejected and the average of the importance of information technology is not equal to 3. Since the upper limit and lower limit as a negative number as well as a negative number, it follows the importance of information technology mean that the number three is less than the value of the test.

Conclusion:

In today's knowledge-based economy service agencies play an important role in the growth and development of nations. The study was a descriptive survey research for efforts to implement the infrastructure of knowledge management (organizational culture, organizational structure and information technology) to be examined in the municipality of. Average test results showed that all three components of organizational culture, organizational structure and IT are in good condition and the average of these three components is somewhat higher than three. For future research, other infrastructure necessary for the implementation of knowledge management such as strategic thinking, vision of human resources, knowledge management and intellectual capital with other models such as the Beck I and Jashpara investigated.

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