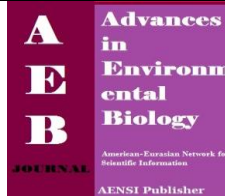




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Knowledge Management (KM) in Complementary and Processing Industries in Khuzestan Province, Iran

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ABSTRACT

The purpose of this study was analyzing knowledge management in complementary and processing industries in Khuzestan province. Managers of complementary and processing industries in Khuzestan province were considered as a statistical population (n=89). By census method all managers were selected for participation in the study. Return rate was 84% (n=75). The main instrument in this study was questionnaire which its validity was confirmed by a panel of experts and its reliability was established by calculating cronbach alpha coefficient ($\alpha=0.87$). Method of research was descriptive and correlative. Findings reveal that there were positive and significant relationship between willingness to creativity, job motivation, risk oriented, responsibility, competitiveness, participation on education programs, attitude to entrepreneurship, income level, educational level and level of knowledge management. Based on the results willingness to creativity, job motivation, risk oriented, responsibility, competitiveness, participation on education programs, and attitude to entrepreneurship, income level, educational level activity can explain 73% of variance of knowledge management in complementary and processing industries in Khuzestan province.

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INTRODUCTION

Present time is fast changing era of knowledge. Every five years and a half size of knowledge are doubling, while the average life of less than four years. In such circumstances, knowledge as a "valuable strategic resource" and "property" is considered to require management. If the above conditions "intense competition in world markets," we added the importance of organizational knowledge management as a competitive advantage in knowledge-based economy is now double [2].

Lack of trust among employees is one of the main barriers to knowledge transfer. Increase the exchange of knowledge by mutual trust cause knowledge creation. There trust between organizational systems is essential. [3]. Informal interactions help to create and transfer of knowledge. Recognized cause loss of communication and interaction are essential for knowledge creation [1].

Organizational knowledge in the contemporary world of rapid, is an opportunity for organizations that do not know it well and they manage and yet a serious threat to organizations that reduce the environmental changes and do not know it. Now, knowledge management is a new concept and is considered popular and is a process that helps organizations to information and critical specials that are part of the memory organization, usually there are no structures in the organization, identify, select, organize, distribute and deliver [4].

In recent years one of the many topics that views managers of public and private organizations to have attracted is the topic "Knowledge Management (KM)". KM history dates back to ancient Greece. But in recent years this issue has been raised with more attention. Growth of knowledge management as a strategy for managing the organization is considered as a new approach. So far, several approaches have appeared in the field of management but have been gradually change shortly after. [5].

Prubst *et al* [6] during the study, specific conceptual models for knowledge management have developed. This model consists of two dimensions. The first, the main operational processes of knowledge management (knowledge identification, knowledge acquisition, knowledge development and dissemination and knowledge sharing) and a second later, the main strategic knowledge management processes (knowledge goals, knowledge assessment) are [6].

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The purpose of this study was analyzing knowledge management in complementary and processing industries in Khuzestan province.

MATERIALS AND METHODS

Managers of complementary and processing industries in Khuzestan province were considered as a statistical population (n=89). By census method all managers were selected for participation in the study. Return rate was 84% (n=75). The main instrument in this study was questionnaire which its validity was confirmed by a panel of experts and its reliability was established by calculating cronbach alpha coefficient ($\alpha=0.87$). Method of research was descriptive and correlative. Data collected were analyzed by using the Statistical Package for the Social Sciences (SPSS). The data were collected between a January and April and July 2013. Questions were generated from the literature review. The instrument consisted of two separate sections according to the purpose and objectives of the study. The first section was designed to gather data on personal characteristics of managers. The second section was designed to gather data regarding the factors affecting knowledge management in processing and complementary industries of citrus products. Managers were asked to rate their viewpoints on a five point Likert - type scale: 1 = very low, 2 = low, 3 = medium, 4 = much and 5 = very much. In order to analyze data, descriptive statistic (mean and standard deviation) and inferential methods (Regression Analysis test used).

RESULTS AND DISCUSSION

Personal characteristics:

The ages of the respondents ranged from 20 to 63. The mean age was 42 (N =75). The majority (31.3%, n=25) of respondent were 31-40 years old. The years of experience of respondents ranged from 3 to 30. Only 10.7% of managers had a lower the diploma degree (n = 8). 46.7% of respondents (n = 35) had diploma degree and 42.3% had higher the diploma degree.

Managers' psychological characteristics:

The 12 psychological characteristics items in four categorize for analyzing psychological behavior of managers were analyzed. The results explained in Table 1.

Table 1: Managers psychological characteristics items.

Subjects	Items	Mean	SD
Willingness to creativity	3	3.34	0.87
Risk oriented	3	2.53	0.89
Responsibility	3	3.31	1.01
Competitiveness	3	3.96	0.93

1: very low, 2: low, 3: moderate, 4: high, 5: very high

Knowledge management items:

The 9 knowledge management items for analyzing managers KM were analyzed. The results explained in Table 2. For example attitude of managers regarding record of experience as first item of knowledge management was moderate. Based on the table 3, 67% of managers had moderate to very high knowledge management.

Correlation Study:

To investigate the relationship between knowledge management of managers as dependent variables with independents variables, Spearman correlation coefficient was used. Based on the results presented in table 4, between willingness to creativity, job motivation, risk oriented, responsibility, competitiveness, participation on education programs, attitude to entrepreneurship, income level, and educational level with dependent variable in 0.01 level correlations was significant.

Multiple Regression Analysis:

Based on the results willingness to creativity, job motivation, risk oriented, responsibility, competitiveness, participation on education programs, and attitude to entrepreneurship, income level, educational level activity can explain 73% of variance of knowledge management in complementary and processing industries in Khuzestan province.

According to the regression coefficients and the constant value obtained from multiple regression analysis stepwise method, regression equation under investigation form was obtained (Table 5):

$$Y = 20.891 + 0.487X_1 + 0.276X_2 + 0.873X_3 + 0.233X_4 + 0.556X_5 + 0.465X_6 + 0.656X_7 + 0.642X_8 + 0.443X_9$$

Table 2: The mean attitude of managers regarding knowledge management items.

Items	Mean	sd
Record of experience	2.98	1.43
Easily using of past experience	2.87	1.24
Awareness of managers of up-to-date knowledge	2.80	1.16
Reduce cost of mistakes	2.40	1.54
Reduce Risk of decisions	2.69	1.13
Availability of knowledge sources	2.99	1.22
Increase motivations in organization	2.97	1.25
Increase productivity in organization	2.89	1.42
Increase teamwork activity	2.88	1.42

(5=high agree, 4=agree, 3=unsure, 2=disagree and 1=high disagree)

Table 3: The frequency distribution of managers regarding level of attitude.

Attitude in terms of knowledge management development	Frequency	Percent	Cumulative percent
Very High	13	17.33	17.33
High	15	20.00	37.33
Moderate	22	29.33	66.67
Low	13	17.33	84.00
Very low	12	16.00	100.00
Total	13	100	

Table 4: Correlation with level of knowledge management variables.

First variable		Second variable		Spearman correlation coefficient	Significance
Variable	scale	Variable	scale		
Willingness to creativity	Ordinal	KM	Ordinal	0.644**	0.000
Job motivation	Ordinal	KM	Ordinal	0.564**	0.000
Risk oriented	Ordinal	KM	Ordinal	0.459**	0.000
Responsibility	Ordinal	KM	Ordinal	0.523**	0.000
Competitiveness	Ordinal	KM	Ordinal	0.698**	0.000
Participation on education programs	Ordinal	KM	Ordinal	0.472**	0.000
Attitude to entrepreneurship	Ordinal	KM	Ordinal	0.659**	0.000
Income level	Ordinal	KM	Ordinal	0.442**	0.000
And educational level	Ordinal	KM	Ordinal	0.649**	0.000

** : Significant level of 0.01

Table 5: Results of multiple regression analysis step by step style.

Independent variables	B	SE B	Beta	t	sig
Willingness to creativity	0.487	0.871	1.887	3.892	
Job motivation	0.267	0.298	0.996	4.098	0.000
Risk oriented	0.873	1.098	0.667	2.998	0.000
Responsibility	0.233	0.781	0.775	3.091	0.000
Competitiveness	0.556	0.691	1.009	2.089	0.000
Participation on education programs	0.456	1.076	0.119	2.065	0.000
Attitude to entrepreneurship	0.565	1.116	0.781	1.990	0.000
Income level	0.642	0.891	0.871	1.891	0.000
And educational level	0.443	0.997	1.099	2.098	0.000
Constant		3.871	----	2.387	0.000

R= 0.854 ,R²=0.730, Signif F=0.000 F= 11.998

Recommendation:

In this section, based on the results, recommendations needed in this field are presented:

Based on results, willingness to creativity, job motivation, risk oriented, responsibility, competitiveness with dependent variable in 0.01 level correlations was significant. Therefore it is recommended to those involved with the organization necessary measures of motivation for managers to change their attitude to enhance the development of knowledge management.

Also between participation on education programs with dependent variable in 0.01 level correlations was significant. Therefore Educational program must be designed based on participatory methods and based on farmers needs.

In addition between income level and knowledge management of managers was a significant relationship. In this regard, the agricultural organizations must provide a suitable platform for the increasing income of farmers.

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