

Knowledge Management, the Need to Understand the Underlying Factors and its Application (Azad University of Ghaemshahr)

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ABSTRACT

A Knowledge-based society requires organizations that create, disseminate and apply knowledge in all their processes. Based on the comprehensive knowledge management theory, Infrastructure and its factors should be considered in order to knowledge management become the main capability of the organization. Among organizations, universities in terms of size, scope and diversity of intellectual capital is one of the most extensive formal social institutions, universities in their roles as knowledge organizations mainly focus on learning, creating and disseminating their knowledge, so they must be leading organizations in establishing knowledge management as their main capability and play a leading role, despite the importance of knowledge management, knowledge management in the field of higher education is not appropriate in Iran, Undoubtedly, knowledge management and knowledge transfer methods, have a major impact on the throughput and reliability of the universities, Successful development needs to acquire knowledge and fill scientific gaps, The main issue is how to fill the scientific gaps and how developing countries can use their opportunities and lower the existing risks by acquiring and utilizing knowledge. The most important part of knowledge conversion is concerned with providing the required infrastructure. Two approaches can be identified in knowledge management infrastructure; the first approach is the physical infrastructure which is designed to support knowledge management and knowledge management processes which is based primarily on information technology, the second dimension is social-human approach. Technical factors, organizational culture, organizational structure, organizational learning and human resources are investigated as the underlying factors of establishing knowledge management in Azad university of Ghaemshahr. Research questions and hypotheses are designed based on it to examine and measure these issues. Present study is an objective one regarding its purpose and a survey- descriptive regarding its method. The population of study consisted of 400 people and Krejcie-Morgan table used to determine the sample size, the number of samples is 196. Data was collected by a researcher-made questionnaire consisting of 39 questions. The results of this study show that knowledge management infrastructure of university was higher than expected, it can be concluded that these infrastructures in the studied university are in a good condition for establishing knowledge management.

KEYWORDS: knowledge management, information technology, organizational culture, organizational learning, organizational structure

INTRODUCTION

Francis Bacon believes that knowledge is power. In today's competitive environment, organizations need to manage knowledge effectively and efficiently i.e. not only to manage the existing knowledge but also to create new knowledge and to store it, then make it usable and exploitable in a regular manner (Alvani, 2003). The role of higher education in knowledge management as a core competency is more than other organizations, So that universities are considered as essential components of scientific, cultural and social development of countries (Nemati, 2004). Based on the comprehensive knowledge management theory, for knowledge management to be the main capability of the organization, its Infrastructure and components should be taken into consideration, among organizations, universities in terms of size, scope and diversity of intellectual capital is one of the most extensive formal social institutions, universities playing the role of knowledge organizations mainly focus their main activities on learning, creating and disseminating of knowledge so they must be pioneers in establishing knowledge management as the main capability of the organization and play a leading role. Knowledge management is an important issue that organization seeks to explain and clarify how information and individual and organizational learning can be transformed into individual and group knowledge and abilities. Therefore, creating an environment for sharing, transferring and interacting with knowledge among the members of the organization is among the primary goals which seems essential, because knowledge management can improve a range of organizational performance characteristics to enable the organization to "act smarter" (Seif, Karami, 2003). Bhatt believes that organizational knowledge is not completely stored in individual or in the organization. Part of knowledge is stored in individuals and part of it in the organization (Bhatt, 2002). Thus, each organization has its share of clever people who are valuable sources of knowledge. But the assumption that knowledge of an organization is the sum

of its intelligent people is wrong; because if knowledge is exclusively for individuals of an organization, how organization itself benefit from it? If this is the case, when prominent individuals leave an organization, the knowledge of that organization will disappear. So organizations can be safe from vulnerability if only they organize their knowledge (Lehesvitra, 2004). Organizational knowledge is valuable when applied. Knowledge management activities should be carried out in a way that it not only affects the organization's operations and strategic plans but also its effects can be seen in the daily activities of the organization (Salavati, 2004). The main goal of knowledge management is its exploitation and appliance for a better performance, a higher efficiency and a higher quality of services and organization's operations and the mission of knowledge management will be realized when required Knowledge is created, stored and applied correctly. If an organization can create and store knowledge, but fail to reflect it in its operations, it hasn't applied a successful management on that knowledge. An effective knowledge management is a kind of knowledge management which reflects acquired knowledge in behaviors, actions and activities of that organization and its staff (Alvani, 2003).

Knowledge Management

D. Bhatt believes that knowledge is an organized combination of "data" gained through rules, procedures, practices and experience. On the other word, "knowledge" is a concept which has emerged from thought and without it, is considered as information or data (D. Bhatt, translated by Iranshahi, 2003). Churchman-Nonaka and Take ochi (2000) state that thinking of knowledge as a set of information is stealing its concept of life. Knowledge, in contrast to information, is rooted in beliefs and commitments and is located in mental context of users who acts based on it. Knowledge is a complex, fluid and flexible concept which shows unique human ability and is a result of a comprehensive understanding and analysis of data (Adli2004). Knowledge can be classified in two types of "explicit knowledge" and "tacit knowledge". "Explicit knowledge" is presented precisely and clearly and leaves no content covered. In general, it is expressed in free and unconditional organizational conditions (Nick Fetrat, 2001). "Tacit knowledge" is temporary, personal, specific and subjective and can hardly be documented and exchanged. The term "tacit knowledge" emphasizes the importance of the subjective and personal dimension of knowledge and is discussed in relation to Speculation, insights, intuitions and emotions (Nonaka and Takeuchi, 1995).

Principles of Knowledge Management

Davenport **has presented 10 principles as** principles of knowledge management that includes:

- Knowledge Management is political.
- Knowledge management and organizational culture are inextricably bound.
- Knowledge management requires investment.
- Knowledge management requires knowledge managers.
- Understanding and application of knowledge management is not intrinsic.
- knowledge needs a link between human and technology.
- The benefits of Knowledge Management are derived from knowledge drawing.
- Knowledge management means improving knowledge work processes.
- The acquisition of knowledge is only the beginning.
- Knowledge Management does not end.

Knowledge Management Infrastructures

Knowledge management attempts to organizational assets which all employees have access to it (Prusak, 1998). Holsapple & Joshi have classified the factors affecting knowledge management into 3 categories of management, environmental and resource factors. Management factors include leadership, control, coordination and assessment, environmental factors include market, competitor, time and organization space and factors related to resources include human resources, financial resources and knowledge resources. Rubenstein & Montano also stressed that the strategy of knowledge management should include the whole of knowledge management process including people, infrastructure, technology and culture of sharing. Donoghue et al (1999) emphasizes that effective knowledge management requires a combination of elements including technology, human resources, organizational structure and culture. Stankosy introduces organizational culture, organizational structure, technology, leadership and learning as knowledge management success factors. Therefore, due to numerous factors influencing Knowledge Management, the following options have been selected as the components of the study.

Information Technology

Needed technology in knowledge-based organizations, is a kind of information technology that is a set of tools, techniques and methods for storing, processing, disseminating and creating of information. What is important in information technology is information-oriented thinking or thinking composed of useful and reliable information. In fact, it is the set of tools, techniques and methods for storing, processing, disseminating and information production is said to be (Farhady, 2003). Knowledge management is much more than just technology, but undoubtedly "technological knowledge" is a part of knowledge management, obviously, the availability of several new technologies causes the movement of knowledge management to facilitate and expedite. Of course, knowledge and its values have long been known to mankind; however, new technologies have made the fire of knowledge more inflaming. The highest value of technology in knowledge management is its increased availability to knowledge and its accelerated transition. Desired Information technology for establishing knowledge management provide the possibility of extraction of knowledge from

its owner's mind. Then using the same technology, one can integrate knowledge in systematic frames and transit it to other internal members and business partners of organization in the world. Technology helps to encrypt and sometimes to create knowledge (Rahman Seresht, 2003).

Organizational Culture

Organizational culture is a force with a social structure, invisible and not palpable which exists beyond organizational activities such as a social energy that lead organization's members toward taking actions and such a linking power gives meaning and direction to their performance (B, et al, translated by Hassanzadeh et al., 1381). An appropriate culture to be implemented in organizations is a knowledge-seeking and supportive culture, such a culture is to support knowledge management systems, and appropriate culture for the organization can be defined as follows: organizational culture in which "creativity and innovation" is a value that is one of the driving aspects of knowledge management. Culture (beliefs and imaginations) are shared by the members of the organization, organization values, unwritten principles and rules and procedures, constitute cultural resources of knowledge. The content of culture of organization as a source of knowledge can be strengthened by individuals, instructions, methods and computer systems (MORADZADEH, Karimi, Azin, 1385). According to Yove (2000), no application of knowledge management can be successful without alteration of organizational culture, the ideal Organizational Culture for Knowledge Management is the one in which people in the organization : first: for improving their job performance are constantly seeking for participation, learning and knowing. Second: disseminate what they know throughout the organization. Third: organize their knowledge in the form of treasury of knowledge management.

Organizational Learning

Knowledge management can be achieved by focusing on organizational learning, Individual and organizational learning is the basis, upon which the concept of knowledge management occurs and is understood, it is widely accepted that people should actively participate in some processes of learning to acquire needed knowledge for performing their duties, development of learning abilities, require skilled people, knowledge institutions, knowledge networks and up to date information, understanding the learning process requires to take the distinction between beliefs and skills into consideration(Ganji, 1383).

Concepts and methods in organizational learning is based primarily on the following topics:

- The organization as a "system" for viewing
- creating facilitating centers for learning and acting
- Emphasis on the personal growth and gaining mastery of actions
- Creating "self-organization" organizational structures with less emphasis on hierarchy.

Human Resources

Knowledge management requires a strong commitment of human resources. The human resources of an organization is composed of all those who are working at different organizational levels, Human resources should be considered as a source that all other sources due to its presence gain meaning, value and authority (Toosi and Saebi, 1278).

Based on the chain value of knowledge in organizational processes, it can be predicted that Knowledge-based organizations need entrepreneurs, in other words, instead of white-collar workers, they need gold-collar knowledge entrepreneur. They, as they manage themselves, have the ability of entrepreneurship in the process of organizational knowledge creation. Intra-organizational entrepreneurship means assigning the responsibility for learning and creativity to organization's members, they are expected to help the process of creating organizational knowledge by expanding knowledge relations and exchanges inside and outside of the organization (Adli, 1384).

If an organization wishes to become a knowledge-based organization, need to pay attention to special educational needs. In a study that examined the relationship between educational needs and knowledge management, the most important skill that should be considered in the program are as follows:

Coaching skills, creativity and innovation, interpersonal communication, leadership skills, empowerment skill, team building and team work skills, when considering these needs in educational programs, organizational learning will lead to continuous improvement. For example, training by knowledge documentation, creating knowledge and transiting knowledge make the path for empowering staff and foster their creativity.

Organizational Structure

By entering the new era of knowledge, Organizations need to be more adaptable and flexible to gain opportunities in a dynamic environment. Traditional structures fail while encountering challenges and new needs; because traditional structures are merely formal structures; but the structures and informal relations play an important role in knowledge-based organizations. Therefore, we need a more comprehensive structural dimension for developing and understanding knowledge-based organizations that can meet new needs. These dimensions include: informal relationships, faith-centered relationship, inclusive emotional relationships and extroverted interactive relationships. Fundamental changes that have occurred in the knowledge era represent the transition from formal and hierarchical structures toward more interactive, flexible, faith-centered and emotional structures than pure intellectual ones. Organizations create structures to coordinate their members' activities and to exercise control their members' actions. Usually, the structure of an organization is located on two ends of a spectrum that mechanical structure is located on one side and the other side will

be an organic structure (Parsayian and Arabi, 1378). Organizational structure shows how to control an organization. This control is based on internal and external factors (Araste, 1383).

Key success factors of knowledge management

Knowledge management, like every other issue has been investigated from various angles. Some researchers have emphasized on technical infrastructure and technology as key success factors and others have focused on the importance of social and cultural factors (Abtahi, Salavati, 1384). Fundamental factors of Knowledge management are placed in four categories including people, processes, technology and strategic commitments.

Information Technology

Knowledge management technology, provides operational solutions in order to create cooperation and collaboration of organization's components in knowledge management. Knowledge management tools can provide a powerful resource to be able to exchange information and knowledge and to guide divided knowledge of organization's staff.

Processes

It includes standardized processes for knowledge sharing, content management and people in communicational measures and so on. It is essential that the processes may simply and clearly be running by staff (Ceif, Karimi, 1384).

People (staff)

The greatest challenge in knowledge management is to make sure of the participation of employees in sharing knowledge. This important issue should be coupled with a change in organizational culture and a culture be governing the organization that avoids knowledge hoarding and creates an atmosphere of intimacy and trust. To achieve this goal it is necessary to consider the motives of individuals (Adli, 1384).

Strategic Commitment

Strategic management plays a key role in promoting good behavior through stable relationship in the organization. An essential principle for the success of knowledge management is creating a continuous strategic commitment to knowledge management by high-level and senior managers of the organization (Seif, Karami, 1383).

Elements of knowledge management

Knowledge Discovery: This phase includes all activities that enter knowledge and new knowledge into the system. In this section, activities such as exploration, production or development of knowledge are important. As Davenport and Prusak have said when talking about knowledge creation, "created knowledge" inside the organization is as equally meant as the "acquired knowledge" by the organization. In fact, all healthy organizations create and use knowledge. Without new knowledge, they cannot keep their dynamics (Salavati, 1384).

Preserving and maintaining knowledge:

Each unit of information or knowledge that has been created in the knowledge creation stage and can support organization's better performance is preserved in organizational memory. the organization's type of activities, the degree of organization's specialization and organization's structure contribute to the formation of organizational memory.

Retrieval and dissemination of knowledge (sharing):

Organizational knowledge must be stored in such a way that it is simply accessible to those who need it. To do so, it must be determined that what units need what kind of information and how you can quickly and easily give this information to them, management information systems in this field is very useful and effective (Alvani, 1383). It is essential that knowledge prior to exploitation in organizational levels be shared within the organization, the interaction between technologies, techniques, and people can have direct effects on the distribution of knowledge (De Bhatt, translator Iranshahi, 1384).

Application of knowledge:

The main goal of knowledge management, its exploitation and use for a better performance is a higher efficiency and higher quality of services and operations of the organization. The mission of the knowledge management is realized when required knowledge is created, stored and used correctly. If an organization can create and store knowledge, but fail to reflect it in its operations, has not applied a successful management of knowledge (Alvani, 1383).

Barriers to the implementation of knowledge management

Organizational Culture

Organizational culture can be the biggest obstacle to the success of knowledge management.

There are three aspects of knowledge performance:

- 1-Sharing of knowledge
- 2- Application of knowledge
- 3-Reuse of knowledge

The first aspect i.e. sharing of knowledge is directly associated with organizational culture. A culture which instead of sharing knowledge, encourages its hoarding is a serious threat, another cultural barrier, which encourages the status quo is referred to as organizational blindness and refers to a situation in which people believe that the current actions are the best practices.

Incentive systems

Ambiguity in the motivational system in order to apply and share knowledge is a serious threat. Motivation and commitment for creativity, sharing and applying knowledge are known as invisible success factors of knowledge management, despite the best technology and the richest sources of information, evidence shows that the motivation and commitment of knowledge workers for using it is very low. Empirical evidence suggests that it is resulted from inadequate communication and inability in coordinating their daily activities.

Lack of markets of knowledge

Knowledge market refers to economic exchanges with the subject of knowledge, in other words, those in the organization who are seeking new knowledge (knowledge buyers). They are the people searching for answers to complex problems and those who possess the knowledge and intent to sell it (the sellers of knowledge) and also organizations need people who communicate between buyers and sellers of knowledge, They are known as of knowledge intermediaries, intermediaries are aware of resources of knowledge, therefore they must not be damaged or removed, but must also receive rewards (Adli, 1384).

Employee resistance

Employees may not show enthusiasm towards knowledge management, because knowledge management causes changes and increase the risk of new methods and new types of responsibilities, although the rewards are attractive, but the risks and responsibilities may be discouraging. Knowledge management requires a friendly approach toward the task; finally, many employees may regard knowledge management as lots of work with low yield (Latif, 1383).

Organizational hierarchy

In some organizations, this slogan is heard that "knowledge management is not encompassed into Organizational hierarchy", knowledge is destroying the organization's hierarchy (Rahman Seresht, 1379). For strict and hierarchical structures slow the flow of information and of knowledge and this type of structure undermines knowledge integrity and the speed of reaction to competitive environment (Farvahi, 1385). Undoubtedly, there are other problems that we can talk about them, But it is believed that it is better to limit the list of problems, Through familiarity with several important and common problems, one can avoid having them(Rahman Seresht, 1379).

LITERATURE REVIEW

Abunury et al (1390) in a study entitled "Exploring and Explaining knowledge management infrastructure in selected universities" have investigated the status of infrastructure at the University of Mazandaran, Gilan, Tehran, Tarbiat Modarres and Ferdowsi, The findings of their study suggest that there is no problem in regard to technical infrastructure for knowledge management in selected universities except the University of Mazandaran and Gilan, but in terms of management factors and organizational culture the conditions are lower than average in all of the selected universities. Hashempoor and colleagues (1390) in a study investigated "The Foundation of Knowledge Management in the National Library of Iran"; the main objective of this study was to evaluate the conditions of three infrastructures of people, processes and technology at the National Library. The results show that in the investigation of infrastructures and processes, the majority of components are in unfavorable conditions and the infrastructure of technology has been in an unfavorable condition in this organization. Nadi et al (1389) in a study examined " the relationship between knowledge management and organizational learning levels among faculty members of Isfahan University", the results of this study show that there is a significant relationship between the dimensions of knowledge management and organizational learning and among organizational learning levels, individual level and group level are the best predictors of knowledge management respectively. Tao Yang Dong Feng Dong Soo (2011), carried out a research entitled "The effect of organizational culture on knowledge creation ability", the results show that organizational culture plays an important role in the ability to create knowledge. Particularly, collectivism has a positive impact on the ability to create knowledge while power distance of uncertain avoidance has a negative effect. Jerry Amyslen and colleagues (2010), carried out a study entitled "The relationship between organizational culture and strategic structure and organizational effectiveness and the intermediary role of knowledge management", the findings show that Knowledge management has a intermediary role on the organizational culture on organization's effectiveness and partially on the effects of organization and its strategy on organization's effectiveness.

Specific objectives of the study

- 1- Investigation of technical factors of Islamic Azad university of Ghaemshahr in establishment of knowledge
 - 2- investigation of organizational culture's factors of Islamic Azad university of Ghaemshahr in establishment of knowledge
 - 3-- Investigation of organizational learning's factors of Islamic Azad university of Ghaemshahr in establishment of knowledge
 - 4- - Investigation of organizational structure of Islamic Azad university of Ghaemshahr in establishment of knowledge
 - 5- Investigation of human resources of Islamic Azad university of Ghaemshahr in establishment of knowledge
 - 6- Determining the degree of each factor in establishment of knowledge in Islamic Azad university of Ghaemshahr
- Type and the nature of study

The present study is practical in nature and is a descriptive survey research. In this method, by visiting people, their attitudes toward the infrastructures of knowledge management are examined.

Data collection tool

Data collection tool is a researcher-made Questionnaire. The questionnaire considering factors of knowledge management infrastructure (technical, cultural, learning, structure and human resources factors) has 39 items that respondents evaluate it based on the Likert spectrum (very high, high, some low, very low).

Findings

The first research question: "how are the technical personnel of university in the establishment of knowledge management?"

Significance level	the degree of freedom	value	test
0.000	2	8.697	Pearson Chi
0.000	--	0.711	Cramer's V

In the above table the research questions "how are the technical personnel of university in the establishment of knowledge management?" Was discussed, that with a probability of error of 0.05% and a reliability of 0.95% and Statistics, numerical coordinates and significance level of the test are approved, so the technical infrastructure are in acceptable condition.

The second research question: "how are organizational culture factors of university in the establishment of knowledge management?"

Significance level	Degree of freedom	value	test
0.001	2	6.905	Pearson Chi
0.000	--	6.199	Cramer's V

In the above table the research questions "how are organizational culture factors of university in the establishment of knowledge management?" was discussed, that with a probability of error of 0.05% and a reliability of 0.95% and Statistics, numerical coordinates and significance level of the test are approved, so the infrastructures of organizational culture are in acceptable condition.

The third research question: "how are the factors of organizational learning in the establishment of knowledge management in the university?"

Significance level	Degree of freedom	value	test
0.003	2	9.311	Pearson Chi
0.000	--	0.658	Cramer's V

In the above table the research questions "how are the factors of organizational learning in the establishment of knowledge management in the university?" Was discussed, that with a probability of error of 0.05% and a reliability of 0.95% and Statistics, numerical coordinates and significance level of the test are approved, so the infrastructures of organizational learning are in acceptable condition.

The fourth research question: "how are the factors of organizational structure in the establishment of knowledge management in the university?"

Significance level	Degree of freedom	value	test
0.000	2	8.206	Pearson Chi
0.000	--	0.709	Cramer's V

In the above table the research "how are the factors of organizational structure in the establishment of knowledge management in the university?" was discussed, that with a probability of error of 0.05% and a reliability of 0.95% and Statistics, numerical coordinates and significance level of the test are approved, so the infrastructures of organizational structure are in acceptable condition.

The fifth research question: "how are the factors of human resources of university in the establishment of knowledge management?"

Significance level	Degree of freedom	value	test
0.002	2	7.110	Pearson Chi
0.000	--	0.593	Cramer's V

In the above table the research "how are the factors of human resources of university in the establishment of knowledge management in the university?" was discussed, that with a probability of error of 0.05% and a reliability of 0.95% and Statistics, numerical coordinates and significance level of the test are approved, so the infrastructures of human resources are in acceptable condition.

The sixth research question: "what is the rank (regression portion) of each of factors of in the establishment of knowledge management at in the University of Ghaemshahr?"

R2	Sig level significance	T test	Beta beta	variables	Model
0.483	0.000	4.561	0.230	Human Sources	1
	0.000	6.214	0.168	Organization Structure	2
	0.000	5.112	0.218	Organization Culture	3
	0.000	4.309	0.156	Technical Factors	4
	0.000	5.001	0.187	Learning Factors	5

Multivariate regression analysis:

Multiple regressions show the effect of each single independent variable on dependant variable. According to the above table, all the Sig were significant. In researches in which regression analysis is used, the goal is to predict one or more variables from one or more predictive variables. The regression table shows that each of the tested variables has a part of explanation and prediction coefficients which are presented in order below:

1. Human factors with 23%
2. Organizational culture with 21%
3. Learning factors with 18%
4. Structural factors with 16 %
5. Technical factors with 15 %

Also R2 shows that this study along with its variables has been able to cover almost half of the research objectives.

Conclusion

In knowledge management the focus changes from financial and physical to knowledge and human capital. In other words, thought-centered and people-centered ideas replace capital-centered ones. Knowledge management is coupled with critical and creative thinking and innovation and creativity are considered as its main axis (Najafi, 1390). Effective knowledge creation, knowledge dissemination and use of knowledge require a special national culture which values learning, teamwork, innovation, of knowledge dissemination. This is what is referred to as the software movement. According to the findings obtained from data analysis, the infrastructures of university management were in an acceptable condition, and all the presented factors in establishment of knowledge management are used from the perspective of employees. For example, in technical factors the use of technology and fast access to knowledge, or in organizational culture, creative and critical thinking and cooperation, concentration on the task and also in organizational structure, acquiring needed skills for classification, retention, application of knowledge and participation in decision-making have received a positive response. This means that these factors were essential for implementation of knowledge management at the University from the employees' point of views and Show the importance of infrastructure in creating a work environment based on components of the learning organization because knowledge management and learning organizations have a significant alignment in the organizations. In relation to the sixth question, we can say, The order of underlying factors in the establishment of knowledge management is as follows: 1-human resources infrastructure, 2- Organizational culture, 3-organizational learning, 4- organizational structure, 5- technical factors, Therefore it can be concluded that there are differences between the degrees of each of the factors influencing the establishment of knowledge management, this means that human resources infrastructure has had a bigger share in the establishment of knowledge management in Azad university of Ghaemshahr, and employees considered this factor more important than others and assumed a bigger role for this factor and technical factors had a less important role in the establishment of knowledge. Other infrastructure were in good condition, but were located in average layers. Overall, we can according to the results of this study acknowledge that technical infrastructure in this study are in good condition. So the proper investment has been made for the development of technical infrastructure, and if this trend continues, success will be greater. Group awareness tools such as the Internet, databases, etc. can help achieve this more than before. Organizational culture is in a good condition so encouraging employees to submit their views should be placed on top of it. Respectable behavior, cooperation and focus on work, encouragement of innovation and learning, employee participation etc. should be considered. In an organization, the existence of a culture that supports learning increases the organization's ability to create new knowledge. The process of organizational learning was as we expected, so collecting of knowledge and its preservation and its effectiveness will be very important. Short-term training courses tailored to the needs of organizational learning, Short-term training courses appropriate for environmental changes, providing opportunities for learning and development of all employees according to their needs, Dissemination of information and knowledge, which leads to improved performance through greater knowledge and understanding, and team learning a bridge to transform learning into organizational knowledge so that it can be shared with everyone. Organizational structure of university was according to the expectations, so coordination of the degree of employees with the activities being done with them can be useful for this infrastructure. The flexible structure of the higher education system which encourages the exchange of information and knowledge Such as teamwork, horizontal relations, networking across organizational boundaries can also be useful. Trust leads to effective communication and in turn leads to the integration and coordination of informal connections for the advantage of the organizations, and it also guarantee a clear understanding of the organization's vision and strategy at all levels. Human resources were in an appropriate condition. So creation and strengthening of friendly and supportive atmosphere in the organization is very effective. It is recommended that university managers pay attention to the shared desire and destiny and the feeling of empathy among the staff, because it strengthens informal groups and increase the efficiency and effectiveness of employees. The

responsibility of increasing productivity must be given to the educated employees, these people should be autonomous and self-manage their work. There must be a situation in which knowledge-centered staff be interestingly seeking for taking advantage of all opportunities. There is a difference in the degree of each of the infrastructure factors, i.e. status of each infrastructure is different in regard to its degree. But considering the entire infrastructure for knowledge management in an organization like Azad university of Ghaemshahr is required.

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