

## Analyzing Attitude of Managers and Senior Experts of Jihad-e-Keshavarzi Organization Regarding Development of Knowledge Management (KM) in Khuzestan Province, Iran

Ahmad Reza Ommani<sup>1</sup>, Saeed Rajabalipour<sup>2</sup>, Mohammad Aghapour<sup>1</sup>

<sup>1</sup>Assistant Professor Agricultural Management Department, Islamic Azad University, Shoushtar Branch, Iran  
Ommani75451@yahoo.com

<sup>2</sup>Graduate Student Islamic Azad University Shoushtar Branch

**Abstract:** The purpose of this study was analyzing attitudes of managers and senior experts regarding the development of knowledge management in Jihad-e-Keshavarzi Organization of Khuzestan province. Senior experts and managers of organization were considered as a statistical population (N=100). All individuals were investigated. After confirm the validity of the instrument by panel of experts, to determine the reliability coefficient using Cronbach alpha coefficients were obtained for all sections of the questionnaire over 0.7 were calculated. Method of research was descriptive and correlative. Based on the results, the correlation between job motivation and status of knowledge acquisition and absorption with dependent variable in 0.01 level, was significant. Also between organizational culture and attitudes of managers in 0.05 level, correlations was significant. The results also showed that organizational culture, leadership style and knowledge about IT can explain 37% of variance of attitude of managers and senior experts regarding the development of knowledge management in Jihad-e-Keshavarzi Organization of Khuzestan Province, Iran.

[Ahmad Reza Ommani, Saeed Rajabalipour, Mohammad Aghapour. **Analyzing Attitude of Managers and Senior Experts of Jihad-e-Keshavarzi Organization Regarding Development of Knowledge Management (KM) in Khuzestan Province, Iran.** Journal of American Science 2011;7(3):23-27]. (ISSN: 1545-1003). <http://www.americanscience.org>.

**Keywords:** Knowledge Management, Jihad-e-Keshavarzi Organization, Attitude

### 1. Introduction

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. (Mehr Ali Zadeh, 2002).

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, distribut and deliver (Lajvardi and Khanbabaie, 2005).

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 (Jalali et al, 2005).

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. (Lee and Choi, 2003). Informal interactions help to create and transfer of knowledge. Recognized cause loss of communication and interaction are essential for knowledge creation (Farhangi et al, 2008).

Prubst et al (2001) 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 (Prubst et al, 2001).

Purpose of research is analyzing attitude of managers and senior experts regarding the development of knowledge management in Jihad-e-Keshavarzi Organization of Khuzestan Province.

## 2. Material and Methods

From the viewpoint of classification of research based on objective, type of research is applied research. The research method is descriptive and correlative.

Through this method, a field study of library methods, data collection is done and the results obtained by percentage frequency, mean and variance are described. Researcher in the study investigates the correlation relationship between variables are explored. In this study Jihad-e-Keshavarzi Organization of Khuzestan Province as a case study organizations were selected. Managers and senior experts in this organization, as the statistical community have been considered that the whole community, including N=100 in the target audience as a community is considered.

In order to validate research tools, panel of expert's method was used. Then collect the questionnaires and using the results of the opinions of experts and specialists, we have modified the questionnaire. A number of questionnaires in the next step modified using a number of contacts and complete research about the content and length of the questionnaire.

To determine the reliability of the questionnaire, 30 copies of the questionnaire in the Jihad-e- Keshavarzi Organization Chahar Mahal and Bakhtiari province has completed, then SPSS 16 software using Cronbach's coefficient alpha levels through a questionnaire reliability was investigated. According to the results of questionnaire reliability levels are acceptable, and in all items over than 0.70.

## 3. Results and discussion

First, managers characteristics described and then discussed the inferential statistics are presented.

This study showed that based on level of education 76 percent of managers and senior experts had B.Sc degree and 24 percent had M.Sc (Table 1).

Based on the results the average income of participants was 6.21 million Rial in month (Table 1).

In this study for analyzing attitudes of managers regarding the development of knowledge management in Jihad-e-Keshavarzi organization of Khuzestan province , 9 items designed and to their responses on a five-level (high agree, agree, unsure, disagree and high disagree) expression did (Table 2). Based on the viewpoint of respondents, we classified them in to 5 groups. 37% of managers had moderate level of attitudes regarding the development of knowledge management (Table 3).

### A. Correlation Study:

To investigate the relationship between attitude of managers and senior experts regarding the development of knowledge management in Jihad-e-Keshavarzi Organization of Khuzestan Province as dependent variables with independents variables, Spearman correlation coefficient was used. Based on the results presented in table 4, between job motivation and status of knowledge acquisition and absorption with dependent variable in 0.01 level correlations was significant. Also between organizational culture and attitudes of managers 0.05 level correlations was significant.

### B. Multiple Regression Analysis

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

$$Y = 15.576 + 0.425X_1 + 0.196X_2 + 0.359X_3$$

The results also showed that organizational culture, leadership style and knowledge IT can explain 37% of variance of attitude of managers and senior experts regarding the development of knowledge management in Jihad-e-Keshavarzi Organization of Khuzestan Province (Table 5).

Table 1 Frequency distribution of senior managers and experts studied by personal characteristics

Education Level	Frequency	Percent	Cum percent
BSc	76	76	76
MSc	24	24	100
Income (Million Rials)			
4-6	54	54	54
6-8	41	41	95
8-10	5	5	100
Mean=6.21 sd=1.023			

Table 2. The mean attitude of managers regarding knowledge management items (5=high agree, 4=agree, 3=unsure, 2=disagree and 1=high disagree)

Items	Mean	sd
Record of experience	2.71	1.20
Easily using of past experience	2.47	1.15
Awareness of managers of up-to-date knowledge	2.46	1.15
Reduce cost of mistakes	2.38	1.17
Reduce Risk of decisions	2.31	1.16
Availability of knowledge sources	2.25	1.27
Increase motivations in organization	2.25	1.22
Increase productivity in organization	2.56	1.28
Increase teamwork activity	2.23	1.27

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

Attitude in terms of knowledge management development	Frequency	Percent	Cumulative percent
Very High	1	1	1
High	42	42	43
Moderate	37	37	80
Low	15	15	95
Very low	3	3	97
No response	2	2	100
Sum	100	100	

Table 4 Correlation with level of knowledge management variables

First variable		Second variable		Spearman correlation coefficient	Significance
Variable	scale	Variable	scale		
Job motivation	Ordinal	Attitude	Ordinal	0.304**	0.002
Organizational Culture	Ordinal	Attitude	Ordinal	0.253*	0.012
Status of knowledge acquisition and absorption	Ordinal	Attitude	Ordinal	0.309**	0.002
Income	Ordinal	Attitude	Ordinal	0.092	0.390
Knowledge IT	Ordinal	Attitude	Ordinal	0.251*	0.013
Service	Ordinal	Attitude	Ordinal	0.031	0.764
Literacy	Ordinal	Attitude	Ordinal	0.154	0.129

\*: Significant level of 0.05 , \*\*: Significant level of 0.01

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

Independent variables	B	SE B	Beta	t	sig
Organizational culture (X <sub>1</sub> )	0.425	0.179	0.269	2.375	0.020
Leadership style (X <sub>2</sub> )	0.196	0.097	0.237	2.021	0.047
Knowledge IT (X <sub>3</sub> )	0.359	0.136	0.272	2.639	0.010
Constant	15.576	4.696	----	3.317	0.001
R= 0.609 ,R2=0.371, Signif F=0.020 F= 5.652					

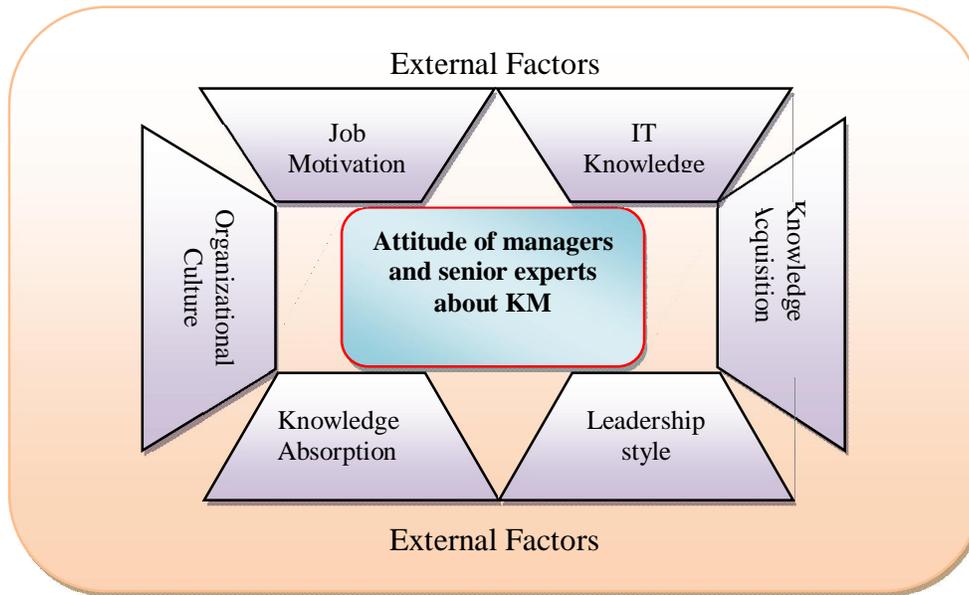


Figure 1: Filed Frame work of Research

**Recommendation**

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

Based on results, between job motivation and attitudes of managers in the development of knowledge management in the organization was a significant relationship. 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 organizational culture and attitudes of managers was a significant relationship. Accordingly, the organization must correct toward making organizational culture changes for create conditions in developing knowledge management efforts.

In addition between acquisition and absorption of knowledge and attitudes of managers was a significant relationship. In this regard, the organization must provide a suitable platform for the acquisition and absorption of tacit knowledge and experiences of people in organizations to create positive attitudes of managers in the field of knowledge management to take action.

**Corresponding Author:**

Dr. Ahmad Reza Ommani

Assistant Professor Department of Agricultural Management, Islamic Azad University Shoushtar Branch, Iran. E-mail: [ommani75451@yahoo.com](mailto:ommani75451@yahoo.com)

**References:**

1. Farhangi, A., Safarzadeh, H. and Khademi, M. (2008). Theories of organizational communication. Rasa Cultural Services Institute Press, 2008.
2. Jalali, S. M. J, Afrazh, F. and Nezafati, N. (2005). Software design and application of comprehensive knowledge management system (case study in the Ministry of Roads and Transportation of Iran). Fifth International Conference on Industrial Engineering.
3. Lee, H. and Choi, B. Knowledge Management Enabler, Process and Organizational Performance: An Integrative View and Empirical Examination. Management Journal, Vol. 17, No.Z, April- June 2004, pp. 22-37.
4. Ljvardi, A and Khanbabaie, M. (2005). Facilitating factors of knowledge management in work teams (Case study: Agricultural Bank). Management Knowledge Quarterly, Year 20, No. 76, Spring 2005, pp 97 - 116.
5. Mehralizadeh, Y. (2002). Global economy, organizational change, education and training and development and utilization of skills in the industry.

Journal of Management Studies, Allameh Tabatabaei University, No. 27-28.

6. Probst, G., Raub, S., Romhardt, K. (2001). Managing Knowledge- Building Blocks for Success, Wiley: Chichester.

2/2/2011