Investigating the relationship between the development of knowledge management and organizational innovation in Maragheh municipality

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ABSTRACT

This article was conducted with the aim of investigating the strategies of creating and developing knowledge management with organizational innovation in Maragheh Municipality. Research variables include strategies for creating and developing knowledge management, including system-oriented strategies, human-oriented strategies, and hybrid strategies (as independent variables) and innovation with seven dimensions of environmental innovation, leadership innovation, personal innovation, environmental feedback, individual feedback, feedback interpersonal and evidence-based learning (as dependent variable). A main hypothesis and three sub-hypotheses were proposed for this purpose, and a questionnaire containing 45 questions was prepared and adjusted to answer the research questions. Also, construct validity was checked and confirmed by confirmatory factor analysis. In order to check the reliability of the questionnaire, Cronbach's alpha method was used and the value of the reliability coefficient was calculated to be 0.959, which indicates the high reliability of the data collection tool. The statistical population of the research included 1360 employees of Maragheh Municipality, and the statistical sample was calculated using Morgan's table to be 300 tons. The sampling method is simple random. After distributing and collecting the questionnaires, statistical analysis was done in the form of descriptive and inferential parts with spss and lisrel software.

Introduction

Today, knowledge is an integral part of the success of organizations. This issue in the organization where intellectual capital and intangible assets are very important in this type of organization, knowledge plays a vital role. If the process of change and evolution of knowledge in contemporary society is carefully evaluated, this important result is obtained that today's post-industrial society is an information society in which power-enhancing technologies gradually give way to knowledge-enhancing technologies. (Ahmedpour Dariani, 2011, 64). Studying and examining the evolution of knowledge management from the past until now shows changes in the type and manner of human thinking. Once upon a time, money, wealth and material possessions were considered a form of power, but in today's age, having philosophical thinking, new thinking and how to use it in the right direction. Once it was only important in terms of output and quantity, but today the organizational culture within the group, in a world where the

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competition between organizations is very intense, the use of management tools and advanced and new technology is the basic condition for the success of an organization.

Problem statement

Organizations are considered one of the most dynamic organizations because they deal with the growth and evolution of humans. Transformation is one of the distinctive features of the current era. For organizations to adapt to global changes and developments and to maintain their survival, it is necessary to teach skills and knowledge to employees (Behrangi, 2010, 34). In recent years, we have witnessed the emergence of countless approaches in the field of knowledge management. The power of knowledge is a valuable and important resource for preserving valuable heritage, learning new things, solving problems and problems, creating cores of competition and establishing new positions for individuals and organizations, now and in the future. Knowledge management is a systematic approach to create, receive, organize, acquire and use knowledge and learning in the organization, which in educational organizations improves decision-making, more flexibility, reduces workload, increases productivity, creates new business opportunities and It helps to reduce costs and improve employee motivation. All organizations need new ideas and innovative ideas to survive. New thoughts and opinions are breathed into the body of the organization like a soul and save it from nothingness and annihilation. In our era, in order to survive and progress and even maintain the status quo, it is necessary to continue the flow of newness and innovation in the organization in order to prevent its stagnation and destruction. In order to be able to continue living in today's turbulent and changing world, one must turn to innovation and creativity, and while recognizing the changes and transformations of the environment, prepare innovative and new answers to face them, and along with being influenced by these changes, they will be influenced by them and shaped by them. It was given as desired (Alwani, 2012, 2012). In addition, researchers believe that innovation will not be effective without considering knowledge management. In today's era, which is the era of tremendous developments and changes in technologies, and its intellectual structure is full of deepening information and paying attention to the participation of creative and knowledge-oriented human resources, knowledge management should be implemented by managers in organizations. In this research, the researcher is looking for the answer to this main question, what is the relationship between the strategies of creating and developing knowledge management and organizational innovation in Maragheh Municipality?

Research assumptions

The main hypothesis

1. There is a relationship between the creation and development strategies of knowledge management and organizational innovation in Maragheh municipality.

Sub-hypotheses

1. There is a relationship between system-oriented strategies and organizational innovation in Maragheh Municipality.

2. There is a relationship between human-centered strategies and organizational innovation in Maragheh Municipality.

3. There is a relationship between combined strategies and organizational innovation in Maragheh municipality.

Analysis method

In the analysis of the questionnaire, inferential and descriptive statistical topics have been used. The software used for data analysis are Excel, SPSS 22 and Lisrel 8.80. Data analysis is a multi-step process in which the data obtained through the use of collection tools in the statistical sample (community) are summarized, coded and categorized and finally processed to establish the types of data. Analyzes and connections between these data are provided in order to test the hypotheses.

Discourses

The present research was conducted with the aim of investigating the strategies of creating and developing knowledge management with organizational innovation in Maragheh municipality. Research variables include strategies for creating and developing knowledge management, including system-oriented strategies, human-oriented strategies, and hybrid strategies (as independent variables) and innovation with seven dimensions of environmental innovation, leadership innovation, personal innovation, environmental feedback, individual feedback, feedback interpersonal and evidence-based learning (as dependent variable). A main hypothesis and three sub-hypotheses were proposed for this purpose, and a questionnaire containing 45 questions was prepared and adjusted to answer the research questions. To ensure the validity of the content of the questionnaire, the opinions of the supervisor and experts were taken and taken into consideration. Also, the construct validity was checked and confirmed by confirmatory factor analysis in the fourth chapter. In order to check the reliability of the questionnaire, Cronbach's alpha method was used and the value of the reliability coefficient was calculated to be 0.959, which indicates the high reliability of the data collection tool. The statistical population of the research included 1360 employees of Maragheh Municipality, and the statistical sample was calculated using Morgan's table to be 300 tons. The sampling method is simple random. After distributing and collecting the questionnaires, statistical analysis was done in the form of descriptive and inferential parts with spss and lisrel software.

Findings from the analysis of demographic variables

The obtained results show:

Men are the majority of the respondents with a frequency of 240 people and a frequency percentage of 80%, and women are in the second place with a frequency of 60 people and a frequency percentage of 20%.

The highest frequency is related to the age group of 40-49 years (36%). After that is the age group of 30-39 years (34.34%) and the lowest frequency is related to the highest age group of 50 years and above (7.33%).

The highest frequency (44.67%) is related to the undergraduate group, followed by associate degree (20.67%), diploma (17.34%) and master's degree (13.67%), and the lowest number of respondents is related to the doctoral group (3.65%).

The highest frequency is related to people with work experience of 11 to 15 years (34%). After that, there are people with 16 to 20 years of experience (28.67%). People with a work experience of 6 to 10 years (16.67%) are in the third group, and respondents with an experience between 26 and 30 years (1.98) are in the last category.

Experts (44.34%), other job levels (32.32%) and finally responsible experts (23.34%) form the respondents.

The highest frequency (44.67%) is related to the contractual group, followed by official (24.34%), contractual (20.34%) and the lowest number of respondents is related to the group of other employees (10.67%).

The results of the description of research variables

The independent variable of knowledge management strategies includes three dimensions, which are human capital, structural capital and communication capital. After creating each of these dimensions, the main variable is created using their average in the software. And in order to describe the variable, the minimum, maximum, average, and standard deviation are calculated. The obtained results show: the average score of knowledge management strategies variable is 3.26. Its lowest value is 1.83 and its highest value is 4.58. Since the scale used to measure the 5-choice Likert scale and the theoretical mean in this scale is 3, therefore, considering the closeness of the mean of the mentioned variable to the value of 3, it can be concluded that the respondents evaluated this variable in the average level. have done Also, the standard deviation for the independent variable of knowledge management strategies is 0.53, which shows that the dispersion of the responses (data) from the average value is at a moderate level.

The dependent variable of innovation includes seven dimensions, which are environmental innovation, leadership innovation, personal innovation, environmental feedback, individual feedback, interpersonal feedback and evidence-based learning. After creating each of these dimensions, the main variable is created using their average in the software. And in order to describe the variable, the minimum, maximum, average, and standard deviation are

calculated. The obtained results show: the average score of innovation variable is 3.82. The lowest value is 2.78 and the highest value is 5. Since the scale used to measure the 5-choice Likert spectrum and the theoretical average in this scale is 3, therefore, considering the average of the mentioned variable is higher than the value of 3, it can be concluded that the respondents of this variable are rated as good have done Also, the standard deviation for the dependent variable of innovation is 0.48, which shows that the dispersion of responses (data) from the mean value is at an average level.

The result of the main hypothesis

Main hypothesis: There is a relationship between the strategies of creating and developing knowledge management and organizational innovation in Maragheh Municipality.

The significant numerical value of the relationship between the variables of the creation and development strategies of knowledge management with organizational innovation (11.33) is greater than 1.96, so the significance of the relationship between these two variables is accepted with 95% confidence. In this way, the main hypothesis of the research is confirmed.

Also, since the path coefficient is (1.02), it can be concluded that with one unit increase in knowledge management strategies, organizational innovation increases by 1.02 units.

The results of the sub-hypotheses of the research

The first sub-hypothesis: There is a relationship between system-oriented strategies and organizational innovation in Maragheh Municipality

The significant numerical value of the relationship between the variables of system-oriented strategies and organizational innovation (3.72) is greater than 1.96, so there is a significant relationship between these two variables with 95% confidence. In this way, the first sub-hypothesis of the research is confirmed.

Also, since the path coefficient is (0.4), it can be concluded that with one unit increase in system-oriented strategies, organizational innovation increases by 0.4 units.

The second sub-hypothesis: There is a relationship between human-centered strategies and organizational innovation in Maragheh Municipality

The significant numerical value of the relationship between the variables of human-centered strategies and organizational innovation (3.58) is greater than 1.96, so the significance of the relationship between these two variables is accepted with 95% confidence. In this way, the second sub-hypothesis of the research is confirmed.

Also, since the path coefficient is (0.18), it can be concluded that with one unit increase in human-oriented strategies, organizational innovation increases (0.18) units.

The third sub-hypothesis: There is a relationship between combined strategies and organizational innovation in Maragheh Municipality.

The significant numerical value of the relationship between the variables of combined strategies and organizational innovation (4.43) is greater than 1.96, so there is a significant relationship between these two variables with 95% confidence. In this way, the third sub-hypothesis of the research is confirmed.

Also, since the path coefficient is (0.85), it can be concluded that with one unit increase in combined strategies, organizational innovation increases by 0.85 units.

Practical suggestions in line with the research results

• Suggestion for the main hypothesis of the research: Since it was found that there is a significant relationship between the creation and development strategies of knowledge management and organizational innovation in Maragheh municipality, it is suggested; In order to achieve more innovation, managers should strengthen strategies for creating and developing knowledge management. In this regard, it is recommended that by strengthening work groups and increasing the use of work teams, managers should improve the amount of sharing knowledge and experiences of people with colleagues in the organization, encourage people to share and share their knowledge, the necessary facilities for sharing To create knowledge in the organization, by creating an atmosphere of mutual trust

in the organization, to provide the appropriate context for providing the knowledge of individuals to the whole organization, and also to hold regular and continuous meetings for the exchange of information between officials and employees. It is also suggested: to improve the amount of recording and maintenance of information related to employees' knowledge, valuable researches and experiences, information related to clients, documentation and maintenance of information related to projects by equipping the organization with an electronic memory and by documenting and maintaining From the experiences learned in important successes or the reasons for failures, as well as to create mechanisms to update the stored knowledge to share information appropriately. In addition, it is suggested that decisions should be made according to the existing knowledge in the organization, feedback loops should be created between the behavior and its results in the organization, the extent of using knowledge for organizational goals should be communicated to all employees so that they can witness their joint decisions and organization, key employees should be identified to record and maintain their knowledge, the extent of using people's knowledge in decision-making should be clearly clarified for employees.

• Suggestion for the first sub-hypothesis of the research: Since it was found that there is a significant relationship between system-oriented strategies and organizational innovation in Maragheh Municipality, it is suggested; By implementing performance evaluation systems and presenting results to employees, managers can increase the amount of learning from mistakes among employees. In this regard, it is suggested to use comprehensive and complete evaluation systems such as balanced scorecards, as well as define specific standards and express them accurately. The job description can be useful for all employees, in addition to this, monitoring and evaluation should be done by competent and experienced people whose justice and honesty are confirmed and according to fair and predetermined criteria so that the evaluation results are accepted by all employees. and managers. It is also suggested to use modern technologies such as closed-circuit cameras to monitor performance. With this method, you can refer to the performance of each employee at any time and anywhere. In addition, it is suggested that in order to eliminate repetitive and boring processes, the description of each job should be reviewed and redundant activities should be eliminated, and the value of new knowledge production in the organization should be improved with rewards and incentive systems. Create a suitable environment for implementing new theories and ideas, and improve this matter by using ideas management systems such as suggestion systems, think tanks, advisory councils, etc. in the survey organization and knowledge transfer. All of them increase the creative atmosphere (without repetitive and boring issues) in the work environment. Also, use information systems that increase organizational knowledge, and most importantly, create a clear vision and strategy in the field of knowledge.

• Suggestion for the second sub-hypothesis of the research: Since it was found that there is a significant relationship between human-centered strategies and organizational innovation in Maragheh Municipality, it is suggested; Managers should increase the skills and specialized knowledge of employees by holding training classes. In addition, it is recommended that human resource managers hire educated and specialized people in the required field, and standard criteria, far from applying personal or factional tastes, should be used for all stages of recruitment and interview for the required personnel. . Also, by holding in-service and pre-service training courses, help improve the skills and specialized knowledge of employees. The use of relevant technologies in the process of training human resources, as well as the technologies required to perform the job duties of employees, the use of transformational leadership style along with the bonus payment system can help employees to provide new and creative ideas. Also, planning in order to increase job satisfaction among employees by reforming the salary and bonus payment system, using transformational and collaborative leadership style in order to increase the feeling of being useful for them, reforming the employee performance evaluation system, employing experienced work professionals and Organizational psychometric consultants in the human resources department, reforming the recruitment system and employing people based on the principles of meritocracy, logical and fair design of the career development path to create motivation among employees, applying and updating relevant systems and technologies Used in the workplace, supporting a friendly and intimate atmosphere among employees can also be beneficial.

• Suggestion for the third sub-hypothesis: since it was found that there is a significant relationship between the combined strategies and organizational innovation in Maragheh municipality, it is suggested; While maintaining the accuracy of control, avoid strict actions that lead to discouragement of employees in performing their duties, and advance their evaluation systems with fair criteria and inform employees before and after evaluation. Also, in order to expand the use of organizational knowledge, it is suggested to use information systems that are designed for this purpose and are in line with organizational goals. Employees should be trained to work with these systems and consultants or specialists should always be available to solve possible problems so that sharing and transferring knowledge can spread throughout the organization. In addition, reducing the concentration in the organizational structure and using a collaborative decision-making style, increased cooperation between employees and supervisors

and also created a pleasant atmosphere. In this regard, reducing the complexity of administrative processes such as reporting as well as the path of career advancement, reducing complex and redundant administrative bureaucracies, providing a clear and appropriate organizational chart, including logical and fair job descriptions, creating the necessary infrastructure to increase efficiency Throughout the value chain, including the supply of raw materials, processing and finally supply, and most importantly in the human resource sector, study and review the method of selecting suppliers using techniques such as value engineering, study and review the production process relying on re-engineering. Benchmarking and modeling successful domestic and foreign colleagues can be useful in this regard.

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