

THE ROLE OF HUMAN SCALES IN VERIFYING PREPARATION OF GOVERNMENTAL ORGANIZATIONS TO IMPLEMENT KNOWLEDGE MANAGEMENT

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Abstract: *One of the primary steps to confirmation of each project such as knowledge management in organization is verifying of organization preparation for its acceptance; that organizational preparation has considered in structural, managerial, technical, and cultural and others context during it and is recognize possible problems of its confirmation. The most important factors that strategic factors play a decisive role in assessing the organization's readiness to implement knowledge management is knowledge of commanders and senior managers, and organizational change management caused by knowledge management. In this article, Understanding the concept of assess organizational readiness and the need to do so before the implementation of knowledge management in organizations to identify, extract and statistical confirm of index of awareness of senior management and management of the proposed organizational changes and introduce readiness designs of organizations for deployment of knowledge management according to the listed criteria.*

Key words: *Index, assessment, readiness, organization, knowledge management.*

1. INTRODUCTION

Organizational readiness assessment is a way of enjoying the different aspects of organization and will be measured readiness of any of organization components to accept the project. The importance of this assessment to the extent is that provide the success of the implementation of projects in some organizations and failure to assess the readiness of the organization strengthen its failure to implement the project. Thus, studies readiness assessment, before implement knowledge management is very important and is considered as a key success factor for its implementation.

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In this regard, assessing the role of senior managers' index awareness and change management is the most basic criteria initiative to determine for the success of this evaluation to assess organizational readiness with examine and implement these indicators and provide readiness designs in direction of meet the errors with understanding strengthen and weakness point [2].

2. THE NECESSITY AND IMPORTANCE OF RESEARCH

According to studies, 60-90% of implemented projects fail in organizations has have because of user resistance against implemented changes and they try to prevent project go on [1]. Perhaps, Technical projects are successfully implemented, but the evolution of this success depends on users' willingness to accept the project. The readiness of the organization before implementation has an active role in reducing resistance to change; In fact indirectly it is impressive on the possible behavior of the user in order to accept the project. Because knowledge management is one of the most important projects that should be implemented in organizations, we decided to avoid organizational wasting valuable resources with provide senior managers index awareness and change management and will be retained organization against the risks of implementation.

3. RESEARCH GOALS

3.1 Considering the Role

Considering the Role of senior management and change management awareness indicators in assessing organizational readiness from the standpoint of structure, management, humanities, technology, and culture.

3.2 2.3 Identification of the preparation plans for the establishment of projects.

4. HISTORY OF READINESS ASSESSMENT

Readiness Assessment has done for various projects which the most important projects are information technology projects that in all of these projects, key indicators will be evaluated. It can refer to following patterns as the most important patterns [2].

- Razmi et. al
- Best model
- De Sosia and nanakara model
- ANP method for organization readiness

- Readiness model by TAM&TPB
- 7s model

5. THE METHOD OF PROJECT IMPLEMENTATION

Methods and projects overview of the research indicate that the final result of the factor analysis conducted on a questionnaire that included information items according to Table 1.

Table 1
Methodology

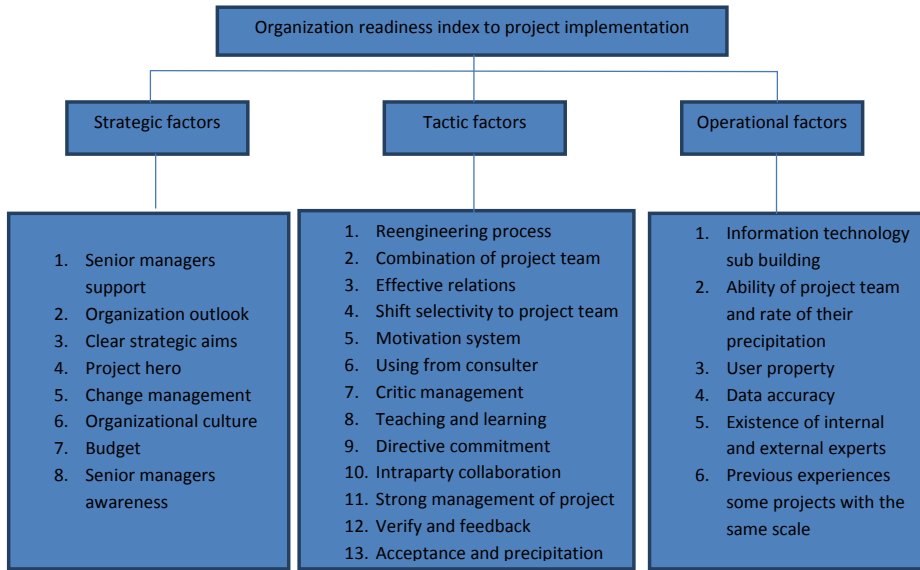
<i>Arrows</i>	<i>Components</i>	<i>Description</i>
1	Research type	In terms of the aim is functional and in terms of method is descriptive – analytical.
2	Statistical society	The organization of the armed forces (Case Study Learning Center Contacts)
3	Determining the sample size	According to the assumptions of the statistical model (rotating element) of around 11% of population
	Sampling method	Stratified random
4	Measurement tools	3 axis and 28 indicators in the form of a questionnaire with 134 questions for 120 people
	Method to obtain reliability and validity	Cronbach's alpha method for reliability and validity by 5 experts technic
5	Data analysis method	Factor analysis with SPSS19 tools

6. RESEARCH FINDING

The findings of this study provide commanders and senior executives and change management awareness measures proposed to assess the readiness of organizations which have been obtained through library research and opinions of experts and professionals and by reviewing and analyzing relevant index questionnaires, analyze them, and we serve them after finalize and verify them

in the organizations. Prior framework of stated indexes topside of readiness assessment of organizations has proposed to implement knowledge management which is provided in scheme 1.

Scheme 1: Proposed index and axes to verifying organization readiness



7. ANALYSIS OF STRATEGIC AXES (INDEXES OF MANAGERS AWARENESS AND CHANGE MANAGEMENT) [3, 4, 5]

Slightly twelve indexes has provided in the following table by description of property and cite related codes in table 1.

**Table 1
Proposed and initial table of indexes of senior managers' awareness and change management**

<i>Axe</i>	<i>Main index</i>	<i>By-index</i>	<i>Code</i>
Strategic	Senior managers awareness	Senior managers are aware from project abilities and constraints.	AF1
		Senior managers are aware from fundamental changes resulted in projects implementation.	AF2
		Senior managers are aware from project end, required human force and ...	AF3

	Senior managers knows projects as a package to better implement of organizational processes	AF4
	Non-awareness of senior managers is effective as an obstacle in direction of failure project implementation.	AF5
Change management	Organization is promisor to change and has an open vision than change.	MT1
	Manage complex is ready to make changes	MT2
	The organization uses change management tools	MT3
	The organization is committed to creating a change management team	MT4
	Organizations benefit from change management specialists	MT5
	The staff can benefit from change management solutions	MT6
	Does not preclude the application of change management implementation project	MT7

7.1 Check the Reliability Indices

As we know, Cronbach's alpha is one of the criteria for assessing the reliability of a study in which Cronbach's alpha is .927. Respectively (Table 2), indicating a high reliability.

Table 2
Verifying the reliability index awareness of senior management and change management

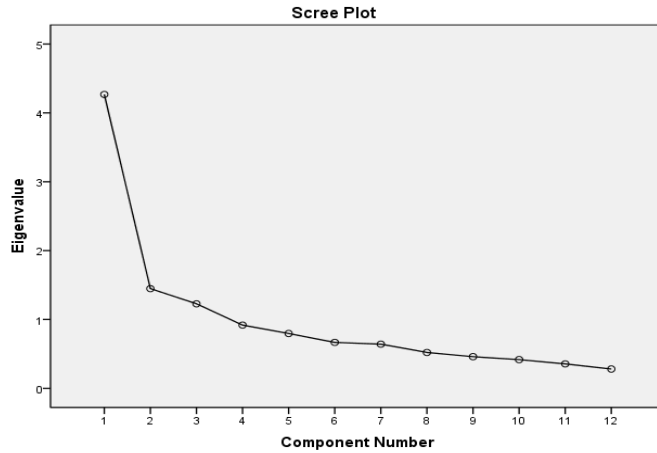
Reliability Statistics

Cronbach's Alpha	N of Items
.927	129

7.2 Scree Plot scheme

In the chart Scree Plot (Figure 2) 12 indicators proposed has brought in order to extract the main and final components of this index. The number of extracted components (greater than 1) is equal to the 3 components.

Figure 2: Scree Plot graphs index of senior executives' awareness and change management



7.3 Matrix rotating component

As can be seen from Table 3, each of the indicators proposed after 5 rotations have absolutely right charge, so variables with the absolute value of 0.6 times bigger factor in 3 main index categories are organized as follows. (Obviously, factors, AF1 MT7, AF5 eliminated).

Table 3
Rotating component matrix index for awareness of senior management and change management

	Component		
	1	2	3
MT1	.713	.203	.112
MT2	.740	.003	.096
MT3	.720	-.006	.088
MT4	.761	.045	.268
MT5	.701	.421	.073
MT6	.428	.603	.089
MT7	-.124	-.707	-.073
AF1	.175	.267	.304
AF2	.369	.302	.655
AF3	-.094	.157	.802
AF4	.384	.282	.678
AF5	-.139	-.809	-.071

a. Rotation converged in 5 iterations.

According to the tests listed, provided the institutional framework indicators presented in Table 4.

Table 4
Main and final table of awareness of senior managers and change management

<i>Axe</i>	<i>Index</i>	<i>Components</i>	<i>Code</i>	<i>Component</i>	
Strategic	Awareness of senior managers	Senior managers are aware from fundamental changes resulted in projects implementation.	AF2	Component 3	
		Senior managers are aware from project end, required human force and ...	AF3		
		Senior managers knows projects as a package to better implement of organizational processes	AF4		
	Change management	Change management	Organization is promisor to change and has an open vision than change.	MT1	Component 1
			Manage complex is ready to make changes	MT2	
			The organization uses change management tools	MT3	
			The organization is committed to creating a change management team	MT4	
			Organizations benefit from change management specialists	MT5	
	Staff Attitude	Staff Attitude	The staff can benefit from change management solutions	MT6	Component 1

As can be seen an indication called staff attitude were added to evaluated parameters and this means that in preparation firms in terms of awareness of senior management and change management, the role of staff attitude is an undeniable role. In this regard, we are also pay attention to plans to prepare organizations that these projects have been according to the studies and experiences of experts and researchers that these projects are as follows.

8. PREPARATION PLANS

8.1 Preparation Plans of Infrastructure and Technical Bed

- Funding required to meet internal and external consultation, payroll and benefits incumbents run
- Short-term and long-term training courses related [5]

- Financing to buy the appropriate software and maintenance and support of it [11]
- Contact organizational Communications infrastructure such as e-mails, reporting system
- Contact the infrastructure needed to implement the Internet or extranet and networking systems [7]

8.2 Preparation Systems, Processes and Data Project

- Drawing archive from enterprise information and attention to protection of documents
- Establish a comprehensive quality management system in the organization [14]
- Strengthening and development of strong information systems in the organization and decision-making based on data, not experience
- Operating desirable system for access to on time and accurate data and information management system standardization in organization [8]

8.3 Structural Preparation Plan

- Evaluation of the organization and equipment and report deficiencies and defects and the formation of specialized committees of information technology and knowledge management in organizations [12]
- Internal structure changing in the cooperation of more staff in project [6]
- Change the organizational structure so that data entry organization be on time and accurate [13]
- Organization structure designed so that staff can easily transfer your knowledge in organization [9]

8.4 Project of Preparation of Managers and People

- Leaders strengthen to reaffirmed their commitment to the implementation of major projects and support it [11]
- Managers with regular meetings, do thoroughly verification on their implementation efforts. [10]
- Culture of risk tolerance and conflict employees, creating a spirit of cooperation and support, spread the spirit of learning and development, promote the look and systematic approach of experts and managers, to share knowledge with colleagues [12]

9. CONCLUSION

We must recognize to fix and repair challenges in the implementation of knowledge management that in which area we are flawed and should strive to solve them. Therefore, we can use from axes and indicators of assess organizational readiness for implementation of knowledge management to help resolve problems in the implementation of these projects, assist managers in strategic planning future state of the organization, organizational readiness in terms of structural, administrative, human, technical, below structural and cultural...in this regard, The evaluation concluded that the awareness of senior management and change management means determining the role of indicators in assessing the readiness of organizations to measure the impact of employee attitudes is undeniable and to implement knowledge management should reinforce this index and this important factor has been achieved to run and implementing preparedness plans mentioned above and a has a big step towards the implementation of efficient and successful knowledge management in the organization.

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