

INNOVATION STRATEGY MAXIMIZING BY DEPLOYMENT OF ELEMENTS OF KNOWLEDGE MANAGEMENT IN PUBLIC ORGANIZATIONS

Azita Teymournazhad^{1*}

Department of Educational management, Sari Branch, Islamic Azad University, Sari, Iran

Batul KazemiKani¹

Department of Educational management, Sari Branch, Islamic Azad University, Sari, Iran

Maryam Hafezian¹

Department of Educational management, Sari Branch, Islamic Azad University, Sari, Iran

Mehraneh Kazemian²

Medical Sciences University of Mazandaran, Sari, Iran

Qader Vazifeh Damirchi

Department of Management, Germi Branch, Islamic Azad University, Germi, Iran

Abstract

The organizations need activities to create and manage the knowledge as a capital. The modern companies have advanced technologies and need to achieve, manage and apply the knowledge and information in order to improve efficiency, better services for the customers, managing the competition which is accompanied by permanent changes. The present research studies the relationship between the components of managing the knowledge toward maximizing the innovation in state organizations. The method is descriptive of preparation kind. 113 people, 87 men and 26 women participated in this research. The stability of the questionnaire used in this research is 0.84 which is obtained from Chronbach's alpha. The results of the binominal, independent T test and analyzing the variance demonstrated that the four components of managing the knowledge which include creation, achievement, conversion and applying the knowledge are effective for the innovation process. In addition, regarding the sexuality and working experience, there is no meaningful difference to affect the innovation process by managing the knowledge. But regarding the education level, there is a meaningful difference.

Key words: *innovation, managing the knowledge, public organizations*

INTRODUCTION

Knowledge is always considered to be important and now it has been more important and interesting and that's because of applying the power of knowledge to achieve the benefit of a stable competition. The greatest theorists, in the field of economy and business, considered the knowledge as the benefit of the final competition for the new organization and believe that this is the key for

* Correspondence author

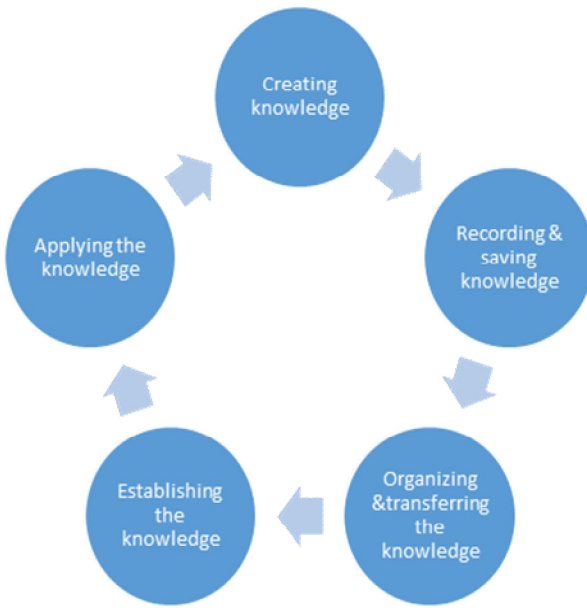
their victory. Naturally, this source should be protected, reformed and conducted. Any technique or method that would help to a better improvement and publication should be applied and it shouldn't be directed through chance (Adli, 2007).

If the organizations are capable of planning, directing and controlling their directorial activities related to the knowledge, according to their strategic viewpoints and working experiences, the biggest problems will be solved and the elements of success will be guaranteed (Akbari, 2010). In the new working environment, the feature of which are the increasing turbulence and complexity, the ability of an organization is the creation and protection of the competitive benefits about their knowledge rather than what they possess. If the focus is on the inside sources and their duplication, organizational knowledge can achieve a better condition as the original source of competitive benefit (Ganpathy, 2000).

In this situation, responding the complex and conversional requirement of the citizens, plus achieving and protecting the stable benefits are the requirement that each organization, whether state or non state, should follow them. Providence, problem solving and innovation are the most important subjects that are eliminated in the circle of development in each country. And since the community is facing complex problems related to human being, increasing natural resources, unbelievable rate of exchanging information and then underdeveloped countries, the need for creativity and innovation is inevitable. According to the operation-centered approach and the 'pragmatic' process, knowledge is not an important source on its own for the organization. But its application can help to have a stable competitive benefit. In other word, knowledge is not for itself, but it's rather important for improving the activities and operation. In this way, innovation should be searched in the heart of management because the benefit of a stable competition is hidden in innovation. And innovation is the application of new knowledge to present items or new services required by the customers (Adli, 2007). Today, innovation is necessary for the vitality of the organizations in the technological atmosphere of the 21st century and they continuously need to be innovator to keep living (Hearn, G. and Mandeville, 1995).

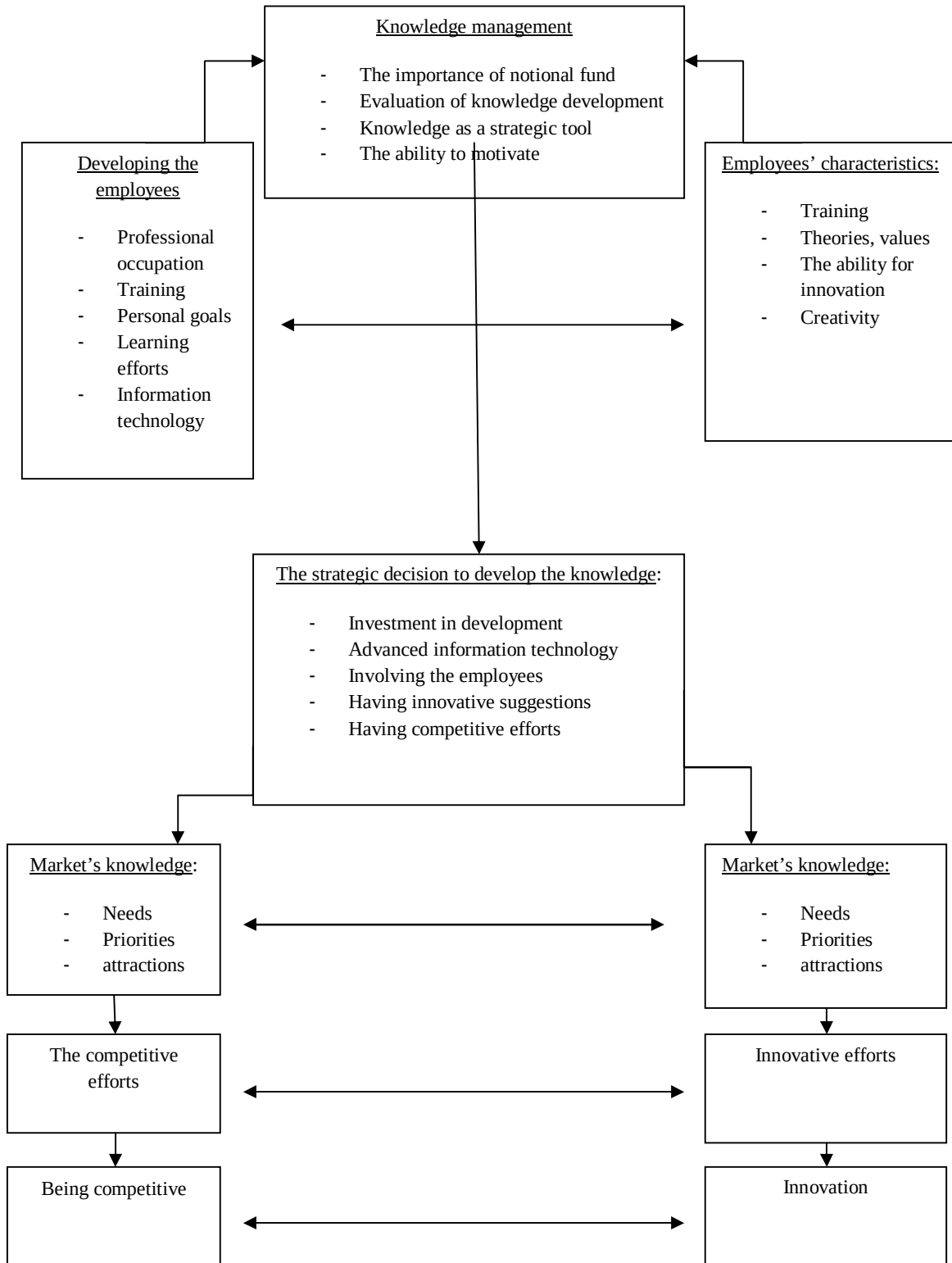
During the last 15 years, the leaders of business tasks and politicians continuously advice the craftsmen to be responder against competitors according to the more creativity, while a successful management is due to the people who have gained the highest rank and presented some methods to have these successful changes (Dual, 2004). Change and innovation remain as the individuals' experiential aspects in industry, business and service organizations in public and private services. Recognizing and applying the theories and techniques that can improve organizational strategies and responding the changes, can maximize the innovation and minimize the cost of working environment (Porter, 1998). Obtaining this goal necessitates the establishment of knowledge management as the main capability of the organization. In fact, the necessity of this task is hidden in the definition of knowledge management. As discussed earlier, knowledge management has two parts: leading the knowledge and increasing the ability to have new science. Creating science and learning that one which emphasizes the second part of defining knowledge management, increases and facilitates the process of innovation. In order for that, organizations use the mechanisms that support the process of creativity, participation and compilation of knowledge. Thus, innovation is the goal of knowledge management and these two are connected to each other so tightly that one can adapt the innovation's mechanisms and the process of knowledge management and this is done by James A. Albers & Steve Brewer (2003). Table 1 shows this adaptation.

Table 1, the relationship between the process of knowledge management and innovation mechanism

The process of knowledge management	Innovation mechanisms
 <pre> graph TD A((Creating knowledge)) --> B((Recording & saving knowledge)) B --> C((Organizing & transferring the knowledge)) C --> D((Establishing the knowledge)) D --> E((Applying the knowledge)) E --> A </pre>	Motivation rewards/ stimulus
	The introduction of change: viewpoints, groups, environment
	Cultural, organizational and group evaluation
	Accepting everything temporarily: teams, organizations, process of production
	No acceptance of the idea and fundamental values (personal and organizational)
	Encouraging the examination and denying the proficiency
	Environmental elements: working situations, economical tools, transfer mechanisms, counselors
	Accepting the differences and hiring the intelligent people
	The stimulation of non-satisfaction

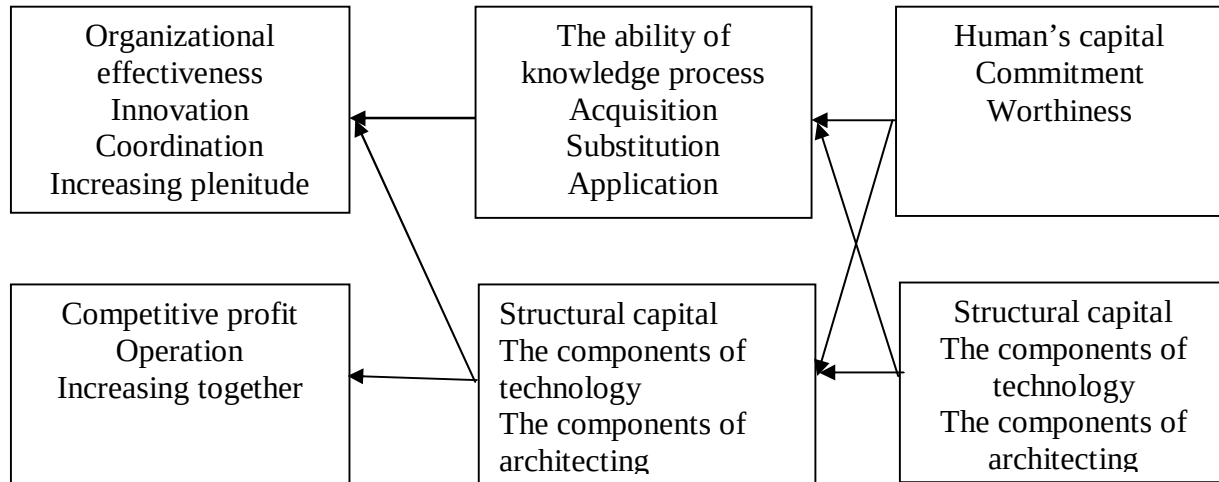
Although personal characteristics of the employees are not enough to reach new products or processes, the innovation which is presented by an organization can be the result of the employees' creativity. Nowadays, managers should focus on individual development which is essential for achieving the level of effective knowledge and investment to develop the knowledge. Managers should improve their ability to motivate their employees in order to achieve the higher level of knowledge. In order for that, internal stimulants should be supported. In this way, several surveys have been done. - Roelandt & et al (2000), expressed that scientific processes are the fundamental abilities for the organizations to be effective. In figure 1, they proved that these abilities results in organizational effectiveness.

Figure 1, the influence of knowledge management on innovation & competition



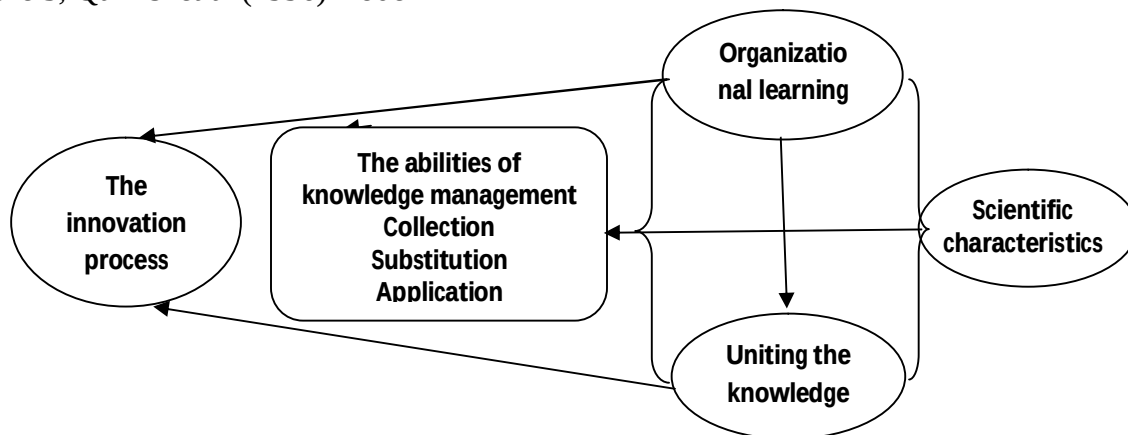
In another way, Wug (1999), presenting the following model, proved that the abilities of the process of the knowledge lead to organizational effectiveness and finally the competitive profit. In this research, he described the organizational effectiveness and mentioned the innovation as one of the indexes of organizational effectiveness. (Figure 2)

Figure 2, the model of knowledge management and capital attitude



According to figure 3, one of the most complete models in this issue is presented by Quin & et al (1996). They proved that the abilities of knowledge management which includes collection, substitution and application leads to innovation in production and process.

Figure 3, Quin & et al (1996) model



Up to now several studies and surveys have been done about knowledge management, but there hasn't been a serious study about the relationship between the knowledge management and innovation process. Furthermore, because of the necessities for these studies, this process continues working increasingly in the future. Some of the inside and outside researches are as follow.

The findings of the research, done by Nasiri (2010), demonstrate that there is a direct and meaningful relationship between all abilities of knowledge management including (achieving, substituting and applying the knowledge) and organizational creativity in university.

The findings of the research, done by Hadavi (2009), demonstrate that to understand the development of knowledge management's industry, it is necessary to understand the social-economical context. The process of innovation management can be made in the culture of an association. This process can be promoted by some special techniques and a dominant atmosphere can be made to encourage new ideas.

The results of the research, done by Ahmadi (2009), mentions this point that knowledge management is not an easy question simply about storing, retrieval and transferring the information, but more about changing and organizing the information in various ways. The pattern of interaction among people, technologies and techniques in one's own organization can be gradually changed, simply by changing the organizational culture.

The results of the research, done by Maleki Nia and Bejani (2009), demonstrated that knowledge management is effective for organizational learning by facilitating the process of creating and sharing the knowledge and providing positive working environment and the system of influential rewards.

The findings of the research, done by Movahed Zade (2008), demonstrated that to be certain of having a balance between explicit and connotative knowledge of organization is of the factors of being successful. Having commitment about organizational insight helps the employees and managers to promote their efficiency and facilitate the team working. That is the principal fields of innovation.

The findings of the research, done by Imami (2008), demonstrated that, as an important motivation in the process of creation and innovation, connotative knowledge plays a key role as an organizational resource and element of success. According to the kind of required innovation, industry and special structure of that organization, this role is clarified by a model and their success will be improved eventually.

Baqeri Nejad and Qahari (2007) in a research, named 'knowledge management and its operation in the organization', presented in the third national conference of operation management in the center of scientific congress of Jahad Daneshgahi, explained that innovation and knowledge management are of the important elements to achieve the goals and performing this management requires innovation and modification. To achieve the innovation, it is effective to move along with the knowledge management in the organization.

The findings of the research, done by Shams and Ayvazi (2007), demonstrates that one of the richest sources of information in an organization, is the connotative knowledge of individuals who achieve this knowledge by experience, along with performing different projects. The most fundamental problem in this kind of management is that it won't go back to the cycle of knowledge management.

The findings of the research, done by Fathiyan & et al (2005), demonstrated that, as a motivation in the process of creation and innovation, connotative knowledge plays a key role as an organizational resource and element of success. Managers and researchers who work for the interaction of human resources and channel should respect the connotative knowledge because that is the process of personal interaction.

The findings of the research, done by Afraze (2005), demonstrated that it is essential to pay attention to the role of information and communication technology as an effective tool to achieve the goals of knowledge management in an organization. Organizational culture and having an appropriate structure shouldn't be neglected and the role of human being should significantly be considered.

The findings of the research, done by Milton and et al (1999), demonstrated that the biggest challenge of the modern communities and organizations is to present the knowledge and satisfaction in sharing the knowledge among the members. In addition, recognizing the motivation and behavioral characteristics for sharing the knowledge in the modern organization can decrease the problems.

The results of the research, done by - Hearn and et al (1998), demonstrated that in order to consider the innovation as an idealistic source of success in the organization, they have to give up the traditional models and support the information revolution.

The findings of the research, done by Rooney and Hearn (2002), demonstrated that with the power of knowledge, organizations can protect their long-term priority in the competitive fields. In order to conduct a company of business, it is appropriate to apply the standard methods of knowledge management. In fact, knowledge management can be considered as a strategic necessity for all companies that look for development.

The findings of the research, done by Yoguel, et al (2003), demonstrated that the most effective organizations are those that can learn how to learn to combine the process of learning including the innovation of the knowledge in their daily activities.

The findings of the research, done by Macintosh (1999), demonstrate that considering the relationship of knowledge management with the intelligent elements, information technology and the system of supporting strategic decisions, it can be figured out that its purpose is to present an effective insight about the efficiency of knowledge management. In this research, a conceptual model from the efficiency of knowledge management presents in the organizations supported by a combination of roles of intelligent elements and systems.

The findings of the research, done by Macdonald (1995), explain that knowledge is a valuable source to enable the organizations toward innovation and competition. This exists among the employees.

The findings of the research, done by - Myrtle Beach (2003), explain that sharing the knowledge among people and valorizing the social values such as contrast, trust and relationship can have long-term benefits for the organizations and create innovation.

The findings of the research, done by Seyed Ehsan and Roland (2004), demonstrated that there are meaningful relationships between some of the organizational elements, the innovation of knowledge or the point related to transfer the knowledge. Thus, it is necessary for the organizations to pay attention to some organizational elements which are related to the mentioned variables, in order to apply the strategy of knowledge management in organization.

The findings of the research, done by Seyed Ehsan and Roland (2004), demonstrated that during the research, the ministry of developing creating job has not have a specific strategy related to knowledge management. Nevertheless, the results of the research explain that knowledge is available in this ministry and it can be found in the ministry's policy and methods, the general guide book for the jobs, the taken ISO 9002 from the ministry, the process of activities and the present database.

From the other significant findings of this research, it can be noted that most of the employees in the ministry believe that the minister and chief managers of different parts of the ministry are responsible for the knowledge management. Only 48.3% of the studies consider the knowledge management as a public responsibility. The research demonstrates that in order for the organization to be successful, especially in providing the services for people, the employees must consider the different kinds of knowledge management as their own responsibility.

The findings of the research, done by Bults & chen (2003), demonstrated that official organizations are typically hierarchical and bureaucratic and these characteristics put sharing the knowledge into difficulty. Experts concluded that most of the people in official organizations are not willing to share the knowledge. They prefer to have it by themselves and use it as a tool for the promotion of the organization because the paradigm knowledge is considered to be power.

The findings of the research, done by - Kaku (2000), clarify this point that how knowledge management is able to play an effective role in the official organizations.

The results of the research, done by Helena and et al (2000), express that the indexes of social interaction and the dimensions of social enterprise connected to the net are directly related to the achievement of the knowledge. But the quality of these connections is not related to the achievement of the knowledge.

The findings of the research, done by - Frappaolo and Tod (2000), demonstrate that all the activities done about the knowledge and information are mainly political by nature and have had an unbalanced effect on different employees of official organizations, clients and ordinary people.

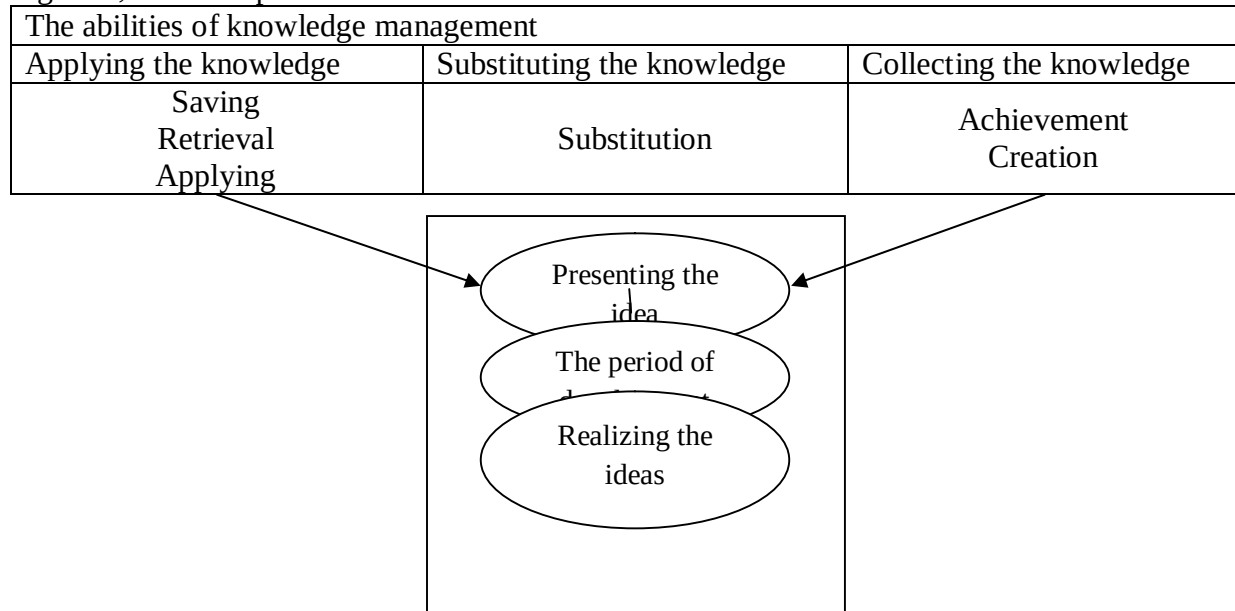
The results of the research, done by Ninan and Hearn (1998), express that the organization should apply the reasonable mechanisms to prevent having unnecessary knowledge and let the useful knowledge enter the organization. To make this dream come true, the management team can provide a framework to assess the knowledge by means of the organization's insights, missions and goals.

The results of the research, done by Lipton (1996), clarified that the organizations' outlook can make concentration and orientation. If there is no outlook for the organization, the employees will be working on the short-term chances and occasions and become greedy these kind of chances. In addition, without concentration, the organization can't have key benefits which are different from others.

CONCEPTUAL MODEL OF RESEARCH

The main issue of the present research is the study of the effects of knowledge management's abilities and this is studied based on a framework which consists of three models of- Roelandt, J. et al. (2000), Quin & et al (1996), Rooney and Hearn (2002). In this research, Gold's viewpoint and the abilities of knowledge management which includes collecting, substituting and applying the knowledge is considered. This categorization is the basis of the further studies from which Teresa's model can be mentioned. The innovation model is also defined according to the model of Wug and, Quin & et al in three levels: 1) presenting the ideas, 2) the period of development and 3) realizing the idea. (Figure 4).

Figure 4, the conceptual model of research



RESEARCH OBJECTIVE

It is noticeable that a suitable preparation to establish the components of knowledge management in order to maximize the innovation for the activities of the official organizations plays a key role. The theories of this research, according to theoretical and experiential basis were as follow: 1) knowledge management affects the process of innovation in the official organizations. 2) Creating knowledge affects the process of innovation. 3) Achieving knowledge affects the process of innovation. 4) Substituting the knowledge affects the process of innovation. 5) Applying the knowledge affects the process of innovation. 6) The effects of knowledge management on the process of innovation differ according to the gender. 7) In the official organizations, the effects of knowledge management on the process of innovation differ according to the level of education. 8) The effect of knowledge management on the process of innovation differs according to working record.

APPROACH AND METHODS

Considering the goal of this research, it is applied and descriptive. According to the table of Kerjesi and Morgan, 113 employees (men & women) from an official organization participated in this research.

1- Research Tools

There is a questionnaire with 34 questions designed for measurement. The content's justifiability is confirmed by the supervisor professor and its stability is considered to be 0.84 by means of Chronbach's alpha which is statistically meaningful.

2- Data Analysis

To analyze the information, SPSS software is applied in two sections: Descriptive and Inferential statistics.

FINDINGS

First hypothesis: Knowledge management affects the process of innovation.

To test this hypothesis, 34 questions of the questionnaire within 4 dimensions (creating, achieving, substituting and applying the knowledge) were used and the results in table 1 are as follow:

Table 1, descriptive analysis of the scores in 4 dimensions of knowledge management

Row	Dimension of knowledge management	Average
1	Creating knowledge	3.872
2	Achieving knowledge	3.811
3	Substituting knowledge	3.660
4	Applying knowledge	3.855
	Total	3.790

According to the first hypothesis, the results demonstrated that because of the level of meaningfulness, sig: 0.000, knowledge management affects the process of innovation in official organization. The analysis is reflected in table 2.

Table 2, the analysis of 1st hypothesis

The level of meaningfulness	The degree of being free	The volume of sample	Average	Standard deviation	Kind of test	Variable
0.000	112	113	3.790	0.538	Binominal	Total

The results of the research, done by Nasiri (2010), demonstrated that there is a direct and meaningful relationship between the abilities of knowledge management (achieving, substituting and applying the knowledge) and the organizational creativity in Shomal University. Ahmadi (2009) and Malaki Nia and Bejani (2009) concluded that knowledge management affects the organizational learning by facilitating the process of creating and sharing the knowledge, providing positive working places and the system of effective rewards. Movahed Zade (2009) and Imami (2008) demonstrated that connotative knowledge, an important motive in the process of creativity and innovation, plays a crucial role as an organizational source of success. The results of the present research are parallel with those of Bagheri Nezhad and Ghahari (2007), Fathian & et al (2005), Houghton & Sheehan (2000), Yoguel (2003), Seyed Ehsan and Roland (2004) and Helena (2000). About this, it should be said that knowledge management is considered to be a key strategy for the organization to be successful and stable in the unpredictable and competitive environment. In addition, it's one of the key elements that distinguish companies and organizations from each other.

Second hypothesis: Creating knowledge affects the process of innovation in official organizations.

To test this hypothesis, the results are as follow in table 3.

Table 3, the analysis of 2nd hypothesis

The level of meaningfulness	The degree of being free	The volume of sample	Average	Standard deviation	Kind of test	Variable
0.000	112	113	3.872	0.567	Binominal	Creating knowledge

Regarding this hypothesis, results demonstrated that since the calculated level of meaningfulness is Sig: 0.000, creating knowledge affects the process of innovation in official organizations. The results of this research are parallel with the results of the research, done by Nasiri (2010) who proved that there is a direct and meaningful relationship between the ability to create the knowledge and organizational creativity in Shomal University. Ahmadi (2009), Malaki Nia and Bejani (2009) concluded that knowledge management affects the organizational learning by facilitating the process of creating and sharing the knowledge, providing positive working places and the system of effective rewards. Movahed Zade (2009) and Imami (2008) demonstrated that connotative knowledge, an important motive in the process of creativity and innovation, plays a crucial role as an organizational source of success. The results of the present research are parallel with those of Bagheri Nezhad and Ghahari (2007), Fathian & et al (2005), - Houghton & Sheehan (2000) and Yoguel (2003).

Third hypothesis: Achieving knowledge affects the process of innovation in official organizations.

To test this hypothesis, the results are as follow in table 4.

Table 4, analysis of 3rd hypothesis

The level of meaningfulness	The degree of being free	The volume of sample	Average	Standard deviation	Kind of test	Variable
0.000	112	113	3.811	0.615	Binominal	Achieving knowledge

Regarding this hypothesis, results demonstrated that since the calculated level of meaningfulness is Sig: 0.000, achieving knowledge affects the process of innovation in official organizations. The results of this research are parallel with the results of the research, done by Nasiri (2010) who proved that there is a direct and meaningful relationship between the ability to achieve the knowledge and organizational creativity in Shomal University. Malaki Nia and Bejani (2009) concluded that knowledge management affects the organizational learning by facilitating the process of creating and sharing the knowledge, providing positive working places and the system of effective rewards. These results are also parallel with those of Wepel and Henrich outside of the country.

Fourth hypothesis: Substituting knowledge affects the process of innovation in official organizations.

To test this hypothesis, the results are as follow in table 5.

Table 5, analysis of 4th hypothesis

The level of meaningfulness	The degree of being free	The volume of sample	Average	Standard deviation	Kind of test	Variable
-----------------------------	--------------------------	----------------------	---------	--------------------	--------------	----------

0.000	112	113	3.660	0.769	Binominal	Substituting knowledge
-------	-----	-----	-------	-------	-----------	------------------------

Regarding this hypothesis, results demonstrated that since the calculated level of meaningfulness is Sig: 0.000, substituting knowledge affects the process of innovation in official organizations. The results of this research are parallel with the results of the research, done by Nasiri (2010), Ahmadi (2009), Fathian & et al (2005) inside the country and Milton & et al (1999), - Houghton, & Sheehan (2000) and Yoguel (2003) outside the country.

Fifth hypothesis: Applying knowledge affects the process of innovation in official organizations.

To test this hypothesis, the results are as follow in table 6.

Table 6, analysis of 5th hypothesis

The level of meaningfulness	The degree of being free	The volume of sample	Average	Standard deviation	Kind of test	Variable
0.000	112	113	3.855	0.725	Binominal	Applying knowledge

Regarding this hypothesis, results demonstrated that since the calculated level of meaningfulness is Sig: 0.000, applying knowledge affects the process of innovation in official organizations. The results of this research are parallel with the results of the research, done by Nasiri (2010) who proved that there is a direct and meaningful relationship between the ability to apply the knowledge and organizational creativity in Shomal University. Ahmadi (2009), Imami (2009) proved that connotative knowledge, an important motive in the process of creativity and innovation, plays a crucial role as an organizational source of success. The results of the present research are parallel with those of Bagheri Nezhad and Ghahari (2007), Fathian & et al (2005), Yoguel (2003), Seyed Ehsan and Roland (2004) and Helena (2000).

Sixth hypothesis: The effect of knowledge management on the process of innovation differs according to the gender.

To test this hypothesis, the results are as follow in table 7.

Table 7, analysis of 6th hypothesis

The level of meaningfulness	The degree of being free	The volume of sample	Average	Standard deviation	Group	Kind of test	Variable
0.101	111	26	3.647	0.518	Men	Independent t	Gender
		87	3.833	0.539	women		

Regarding this hypothesis, results demonstrated that since the calculated level of meaningfulness is Sig: 0.101, the effect of knowledge management on the process of innovation in official organizations does not differ according to the gender. The results of this research are parallel with those of Nasiri (2010), Ahmadi (2009) inside and Yoguel (2003) outside the country.

Seventh hypothesis: the effect of knowledge management on the process of innovation in official organizations differs according to the level of education.

To test this hypothesis, the results are as follow in table 8 and 9.

Table 8, the descriptive analysis of 7th hypothesis

The volume of sample	Average	Standard deviation	Group	Kind of variable
9	3.271	0.144	Associated arts or lower	The level of education
74	3.667	0.489	BS, BA	
30	4.250	0.411	MS, MA or higher	

Table 9, the illative analysis of 7th hypothesis

The level of meaningfulness	F scale	The average of squares	The degree of being free	The sum of squares	The source of changes	Kind of test	Kind of variable
0.000	24.094	4.942	2	9.884	Intra groups	The analysis of variance	The level of education
		0.205	110	22.561	Inter groups		
			112	32.445	total		

Regarding this hypothesis, the results demonstrated that, considering the level of meaningfulness Sig: 0.000, the effect of knowledge management on the process of innovation in official organizations differs according to the level of education. These results are parallel with those of Nasiri (2010) and Ahmadi (2009).

Eighth hypothesis: The effect of knowledge management on the process of innovation in official organizations differs according to working experience.

To test this hypothesis, the results are as follow in table 10 and 11.

Table 10, descriptive analysis of 8th hypothesis

The volume of sample	Average	Standard deviation	Group	Kind of variable
30	3.761	0.439	Less than 10	Working experience
45	3.754	0.634	10 to 20	
38	3.790	0.490	More than 20	

Table 11, the inferential analysis of 7th hypothesis

The level of meaningfulness	F scale	The average of squares	The degree of being free	The sum of squares	The source of changes	Kind of test	Kind of variable
-----------------------------	---------	------------------------	--------------------------	--------------------	-----------------------	--------------	------------------

0.657	0.422	0.124	2	0.247	Intra groups	The analysis of variance	Working experience
		0.293	110	32.198	Inter groups		
			112	32.445	total		

Regarding this hypothesis, the results demonstrated that, considering the level of meaningfulness Sig: 0.657, the effect of knowledge management on the process of innovation in official organizations is not different according to work experience. These results are parallel with those of Nasiri (2010) and Ahmadi (2009).

DISCUSSION AND CONCLUSION

Knowledge management and its related strategic concepts are considered to be important as the significant factors of preserving the organization and its competitive situation (Allen 2000;). For instance, Mc Elroy (2000) believes that knowledge and employees are the key factors of the organization to achieve a constant development and they are considered to be the most important competitive resources for the future of the organization. In addition, Martinson (2000) claims that knowledge management is the crucial prerequisite for the benefits of the private and official organizations. Thus, it's the managers and performers' responsibilities to put knowledge management into consideration.

Chase (2000) and Martinson (2000) believe that knowledge is the main factor of preserving the organizations. In fact, as Bijers (2000) states, knowledge is a factor according to which the employers can be distinguished from their competitors. In addition, knowledge is a tool that can organize a weak commercial environment very well. With the help of knowledge, this complex world can be managed. Indeed, it's the key property of organizations. Toffler (1993) believes that the actual value of the companies mostly depends on opinions, viewpoints and information which is in the mind of employees, databases and the right of invention rather than materials, the line of assembling and other physical properties that they may have. Thus, capital depends on the elements that are not almost obvious.

Roelandt and et al (2000) are the other researchers that consider the innovation and competitive benefits as a subordinate of knowledge management. Their framework helps to have a monolith perception of the process of developing knowledge and its effects on the aspects on which the efforts are focused. Finally, it can be concluded that the four components of knowledge management including (creating, achieving, substituting and applying knowledge) have a meaningful effect on the process of innovation. The officials and managers of these organizations should start improving the condition of this process in order to be the winner in the competitive world.

References

- Akbari, H, (2010), Knowledge Management Model in peyman marv corp. Ph.D. Dissertation School of Tehran University.
- Ahmadi, R. (2009). KM concepts, practices, implementation. Tehran: Harbinger training publisher, First edition
- Adli, F. (2007). KM, moving beyond knowledge. Tehran: cognitive thought publisher, First edition

- Emami S. (2008). Choosing knowledge management strategies, translator Mohammad Mohammadi, Tadbir Journal, No. 127, pp. 39.
- Malekiniya, H. and Bjany M. (2009). The role of knowledge management in the creation of a learning organization. Tadbir Journal, pp. 36-39.
- Hadavi, H. (2009). Innovation management tools: a review of theory and practice. Tehran: Roshedeh Andisheh publisher, First edition.
- Nassiri, Sh. (2010). The Relationship between organizational knowledge and creativity at North University, Master's thesis. Applied College of Management Education Center, Tehran University.
- Fathiyan M., and Ayazi F. and Gavamifar A. (2005). The role of tacit knowledge management in creativity and innovation, Tadbir Journal, Year 16, No. 164.
- Shams, F and Ayazi, F. (2007). Using ontology to organize the tacit knowledge at organizations, Thirteenth National Conference of Computer Society of Iran.
- Afrazeh, A. (2005). Knowledge (concepts, models, measuring and implementation), Tehran: AmirKabir University Press Print Center.
- BagheriNejad, J. and Ghahari, A. (2007), Knowledge Management and its Performance in organizations, the third National performance management, Scientific conference center of Jahad University
- Movahedzadeh, A. (2008). Knowledge management and learning organizations. Quarterly Management & Development journal, No. 21.
- Toffler, A. (1997). Future Shock, translated by Heshmatallah Kamrani. Tehran: Simorgh Publication
- Seyyed Ehsan A, and Roland. (2004). the relationship between organizational elements and the performance of knowledge management. Quarterly Management & Development journal, No. 34, pp. 39
- Seyyed Ehsan A, and Roland. (2004). Surveying KM strategies at the Malaysian Ministry of Entrepreneurial Development. Quarterly Management & Development, No. 35, pp. 44.
- Toffler A. Toffler H. (1993), War and Anti-War: Survival at the Dawn of the 21th Century, London.
- Allen, P.M. (2000), *Knowledge, ignorance and learning*, Emergence, Vol. 2 No 4, pp. 76-103.
- Argyrys C. Schon D.A. (1996), *Organizational Learning II Reading Mass*: Addison Wesley.
- Bults & chen D. A. (Ed) (2003), *The Instructional Use Of Learning Objects Blooming On, In Agency For Institutional Technology And The Association For Educational Communications And Technology In Knowledge Management*, pp. 59-68.
- Limpton J. P. Anderson P. And Finkelstein S. (1996), *Managing Professional Intellect: Making The Most Of The Best*, Harvard Business Review, Vol. 74, No. 2
- Hellena, J. et al. (2000), *New Policies for New Economy, Cluster-based Innovation Policy*: International Experiences,
- Ganpathy. (2000). *Building knowledge – Based Economy: Toward strategic Initiatives*, www.softwayedioxide.Com/channels/events/km/ganpathy-plenary.Pdf
- Hearn, G. and Mandevile, T. (1995), *The information superhighway: the commodification of the democratization of leisure?*, Media information Australia, Vol, No. 75, pp. 92-101.
- Houghton, J. & Sheehan, P. (2000), *A Primer on Knowledge economy*, www.cfses.com/documents/knowledgeconprimer.pdf.
- Kaku, M. (2000), *Visions: How Science Will revolutionize the 21st Century*, Bantam Books, and New York, NY.
- Myrtle Beach D. A. (Ed) (2003), *the Instructional Use of Learning Objects Blooming On, In Agency for Institutional Technology and the Association for Educational Communications and Technology in Knowledge Management*, pp. 59-68

- Ninan, A. and Hearn, G. (1998), *Self-referencing versus self-organizing communication: a case study of strategic planning*, The Australian Journal of Communication, Vol 25 No. 3, pp. 113-19.
- Macintosh A. (1999), *Knowledge Management*, AAA Press
- Milton N. Shadbolt, N. Cottman H. Hammersley M (1999), *Towards A Knowledge Technology For Knowledge Management*, *International Journal Of Human-Computer Studies*, Vol. 51, pp. 615-41.
- Quin J. P. Anderson P. And Finkelstein S. (1996), *Managing Professional Intellect: Making the Most of the Best*, *Harvard Business Review*, Vol. 74, No. 2.
- Porter, M. (1998). *Clusters and the new economics of competition*, *Harvard Business Review*. Vol, 76 No 6. pp. 77-91.
- Yoguel, G. Et Al. (2003), *Knowledge and Information: The Diffusion of ICT in the Argentinian Manufacturing Industry*, Butterworth-Heinemann, Newtown, MA, and Pp. 147-76.
- Wug K. (1999), *Establish, Govern, Renew the Enterprise Knowledge Practices*, Schema Press Arlington
- Rooney, D. and Hearn, G. (2002), *The Future Role of Government in knowledge-Based Economy*, foresight, Vol. 4 No. 6, pp. 23-33.
- Roelandt, J. etal. (2000), *New Policies for New Economy, Cluster-based Innovation Policy: International Experiences*,
- Dual A. (2004), *Definition of Knowledge: A Business Perspective*, <http://www.Processrenewal.com/files/def-k.doc>.pp 5-15
- Frappaolo C. and W. L. Tod (2000), *after the gold Rush: Harvesting corporate knowledge Resources*, Oxford U.K: Capstone Publishing.
- Macdonald, S. (1995), *Organizational Learning: The Contributing Processes And The Literatures*, *Organization Science*, Vol. 6 No. 5, Pp. 557-68.