

RELATIONSHIP BETWEEN KNOWLEDGE MANAGEMENT WITH EMPLOYEES' PERFORMANCE AND INNOVATION

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Abstract

This research is done for surveying the relationship between knowledge management and employees' performance of Lorestan province Telecommunication Company in 89-90. Research method in this research is descriptive-correlation. Statistical society includes 420 employees and managers of Lorestan province Telecommunication Company that is selected with use of classified random sampling method of 101 persons as sample. Research instrument includes questionnaire of population characteristics, standard questionnaire (Markuat knowledge management with 25 items and Cronbach's alpha coefficient of 6.83%, innovation questionnaire with 17 items and Cronbach's alpha coefficient of 6.88% and employees' performance questionnaire with 17 items and Cronbach's alpha coefficient of 8.80%; and total Cronbach's alpha coefficient of the questionnaire is 8.91%. It is measured according to 5-point Likert scale. Results show that all hypotheses are confirmed in this research with 95% confidence level. This means that there is a positive and significant relation between knowledge management with employees' performance and innovation of Lorestan province Telecommunication Company.

Keywords: knowledge management, innovation, employees' performance

Introduction

Fast changes in current world cause different challenges for the organizations but among these, some organizations that use created opportunities with the help of management tools and new technologies, succeed (Anvari, Taleb Bidokhti, 2004). Knowledge management is one of these tools (Amir Khani, 2004). Knowledge management is to create value from the organizations' assets invisible (human resources) (Urmazdi, Tabarsa, 2007).

Each year, a part of companies and organizations' employees are retired. Clearly, many of these individuals are from managers and exerts in different fields and catch, share and use of these individuals' knowledge before retirement will be one of the main risks and problems of these organizations (Amir Khani, 2004). In this regards, human resources management is one of the important strategies in each organization and knowledge management has an important role as one of the last instruments and management

techniques as well as human invests' management strategies (Piraste Far, 2001). Improvement of the organization performance needs use of personnel's tacit knowledge besides their explicit knowledge. Therefore, the proper environment should be prepared for transferring this knowledge and creating relationship between the employees. Knowledge management helps people to communicate in the organization and share their knowledge. This matter guarantees the organization's success in the field of comparing with other organizations. Knowledge empowers the organizational structure and allows the organization's members to show the organizational values and capabilities in determined ways. This matter creates the opportunity for creation and innovation in a kind of cultural context that leads to consistency. Knowledge causes maximum independency of the employees, creative activities and producing organizational philosophy and finally development of self-management capacity within individuals and groups.

Research's background

Knowledge management: Kanter (1999): knowledge management is an organizational and systematic process for gain, organize and transfer explicit and tacit knowledge of the employees with this aim that others use knowledge for effectiveness and productivity. The main elements of knowledge management cycle are: producing, organizing, saving, sharing and using. Knowledge is gained via different ways or via individuals who have knowledge or different publications, conferences, meetings, preparing reports, holding training sessions and workshops, exhibitions and etc. and then the gained useful knowledge in or out of the organization is identified, gathered, classified and organized according to a special order (Jafari, 2009). Organized knowledge can be stored and maintained in different forms in files, databases, libraries and etc. Then the saved knowledge is shared and everyone can access to it (Monavarian, 2006, p 21 & 22).

Innovation: it is the result of complex interacts within the power and policy (Bagheri Nezah, 2009) and is firmed as a process via interacts within individuals in personal, organizational, intra-organizational and social levels with their surrounded world (Dehghan Najm, 2009).

Halt (1988): he used innovation term as a process for use of knowledge or related information to create or introduce new and useful things. Innovation is every revised thing that is designed and become real to reinforce the organization's situation against its rivals to have a long-term competitive advantage. In other words, innovation is creating a new thing with a determined aim to perform.

Performance evaluation: it means calculating or evaluating the results.

Performance management: it is audit of knowledge's insight as well as potential and actual capabilities of human resources for continual improving of performance and developing the employees' capabilities with creating a team-work environment for the organization's excellence.

Performance evaluation: it is systematic and regular evaluation of individual's work in relation with their way of task performing in assigned jobs as well as determining the available potential for their growth and improvement (Mir Sepasi, 2008, p 239).

Employees' performance evaluation is one of the important and effective tools for each organization for improving the human resources' performance as well as increasing the productivity of that organization.

Nemati, Jamshidi (2007) did a research with the title of surveying the relation and effect of knowledge and experience sharing process on social asset's development within the

members of technological units in Shahid Beheshti University's development center. Results from surveying the main hypothesis of the research shows that there is a significant relation between the process of knowledge and experience sharing and the concept of social asset.

Hang Ya, Hilin and Em Kelin (2009) concluded from a research with the title of knowledge management innovation in balance with knowledge processes, social asset and dynamic capacities that knowledge management innovations can have an important role in help to integrating organizational resources, regulating organizational business processes, culture renewal, organizational training as well as improving the organizational social asset.

Method of research

Research method in this research is descriptive-correlation. Statistical society includes 420 employees and managers of Lorestan province Telecommunication Company that is selected with use of classified random sampling method of 101 persons as sample. Research instrument includes questionnaire of population characteristics, standard questionnaire (Markuat knowledge management with 25 items and Cronbach's alpha coefficient of 6.83%, innovation questionnaire with 17 items and Cronbach's alpha coefficient of 6.88% and employees' performance questionnaire with 17 items and Cronbach's alpha coefficient of 8.80%; and total Cronbach's alpha coefficient of the questionnaire is 8.91%.

Proving the hypothesis

- It seems that knowledge management has a direct relation with employees' performance.

Zero hypotheses: knowledge management has no direct relation with employees' performance.

Opposite hypothesis: knowledge management has a direct relation with employees' performance.

Table 1: surveying the relation between knowledge management variable and employees' performance

First variable	Second variable	numbers	The correlation coefficient	The significance level
Knowledge management	Employees' performance	98	0.277	0.007

According to significance level of the correlation test (0.007) that is less than 0.05, therefore, zero hypotheses is rejected and it can be said that there is a relation between two variables and since the amount of correlation coefficient is positive, the relation is positive.

- It seems that innovation has a direct relation with employees' performance.
Zero hypotheses: innovation has no direct relation with employees' performance.

Opposite hypothesis: innovation has a direct relation with employees' performance.

Table 2: surveying the relation between innovation variable and employees' performance

First variable	Second variable	numbers	The correlation coefficient	The significance level
innovation	Employees' performance	98	0.466	0.000

According to significance level of the correlation test (0.000) that is less than 0.05, therefore, zero hypotheses is rejected and it can be said that there is a relation between two variables and since the amount of correlation coefficient is positive, the relation is positive.

Main hypothesis: It seems that knowledge management has a direct relation with innovation.

Zero hypotheses: knowledge management has no direct relation with innovation.

Opposite hypothesis: knowledge management has a direct relation with innovation.

Table 3: surveying the relation between knowledge management variable and innovation

First variable	Second variable	numbers	The correlation coefficient	The significance level
Knowledge management	Innovation	98	0.501	0.000

According to significance level of the correlation test (0.000) that is less than 0.05, therefore, zero hypotheses is rejected and it can be said that there is a relation between two variables and since the amount of correlation coefficient is positive, the relation is positive.

Total conclusion:

Results show that all hypotheses are confirmed in this research with 95% confidence. This means that there is a positive significant relation between knowledge management with innovation and employees' performance of Lorestan province Telecommunication Company.

In explanation of the main hypotheses, it can be said: superior managers' protection is one of the knowledge management capacities and one of the important elements of the organizational culture that guide the most important strategies of knowledge management. The aim of managers' protection is the amount of constructive relation with the organization's managers with employees and help to support them. In support-oriented culture, the organization's members have a close relation with managers.

The organization's superior managers try to allow employees for trial and error, experiment and training. They form the working environment and structure in a way that people can speak with each other easily. They support innovation, learning and knowledge sharing and usually do this support via suitable rewards mechanisms to achieve the organizational aims with employees' participation in decision-making.

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