

# The Relationship between the Management Process of Knowledge and Job Performance in Golestan Province Administration of Industry, Mine and Business

Ali Neserkani, Abdol Aziz Pagheh \*

*Department of Management, Aliabad Katoul Branch, Islamic Azad University, Aliabad Katoul, Iran*

\*Corresponding Author Email: [pagheh@gmail.com](mailto:pagheh@gmail.com)

**Abstract:** The aim of this research is to study the relationship between the management process of knowledge and job performance in Golestan province Department of Industry, Mine and Trade. The population of this research includes managers and employees of the Department of Industry, Mine and Trade in Golestan province that their number is 265 people. Of those using the sample table Morgan and simple random sampling, 152 were selected as the sample size. To collect data, the field and library method has been used. This research is applied in terms of purpose and is descriptive-survey studies from the kind of correlational in terms of research method. A questionnaire was used to collect data. Cronbach's alpha coefficient obtained 0.91. Data analysis is using LISREL structural equation. The results showed there was a relationship between the management process of knowledge and job performance in Golestan province Department of Industry, Mine and Trade.

**Keywords:** Knowledge Management and Job Performance.

## Introduction

Human resource management is the management and strategic administration (magnanimously) and stable with the most valuable corporate assets, this means that the employees who work there and they individually help the organization together to achieve the goals. In the knowledge-based economy, the work of human resources management include those activities which overlap with the traditional business functions (such as marketing and financial) and also includes non-traditional activities (such as knowledge management). In knowledge-based economy, with the development of human resource management, responsibility of human resources should be shared among human resource managers, employees and people outside the organization. Features of human resources include recruitment, development, participation, documentation, information technology and equalitarianism (Haney, 2003). In the new world of business- the era of knowledge-based economy, knowledge and information are the most important competitive advantage in new industries. Knowledge and information lie in the knowledge-based human resources. Therefore, the survival of organizations depends on the recruitment and utilization of human resources from knowledge-based economy. But while today demand for the recruitment of knowledge-based human resources increases, this key capital in the market of human resources becomes scarcer, because the number of knowledge-based organizations constantly increases. Many organizations available are in seeking development. Today, due to the expansion of economic activities and services, social organizations inevitably maintain and administer pluripotent human

resources on a large and diverse scale. Today, human resources play an important role in the development of organizational goals (Robbins, 1992). With an attitude to the past, we find out that human resources as a necessity are proposed in the work of the organizations. Now, despite of technological advances and technologies in various organizations, human resources are also still considered the most important element of growth and progress of the organization. The most important and most fundamental issue that will be considered by the managers in today's organizations is the use of facilities and human resources to promote and maintain competitive advantage (Jafari Moqaddam, 2007). Given the importance of knowledge management to maintain a competitive advantage and on the other hand, the importance of improving job performance which has a direct relationship with improvement of the situation of the organization, it seems that the correlation between the three categories of human resources and knowledge management features and job performance can help the managers in making organizational decisions (Zheng, 2005). Because of the significance of human resources and job performance of in the employees of Department of Industry, Mine and Trade in Golestan province, paving the way for the creation of knowledge, dissemination of knowledge, application of knowledge etc., for employees to improve their job performance is important (Norouzian & Khanbabaee, 2007).

No doubt, the famous work of Nonaka & Takeuchi entitled the organization of knowledge creation in 1995 has an important effect in introducing and promoting knowledge. These two scientists have discussed by providing a conceptual pattern on description of four distinct approaches in the field of knowledge and how to produce it and they emphasize this point that conversion and production of knowledge has been a social process and this is not restricted to an individual. The performance has different definitions and each of scholars have pointed to certain aspects of it. Many organizations in the knowledge-based economy, in addition to creating and maintaining long-term competitive advantage, resort to identify and use guerrilla tactics. In these circumstances, human resource management will be required to assemble, concentrate and prepare certain elements of human capital so that they can achieve their strategic goals. One of the main variables in organizational behavior is job performance. Job performance assesses the role of individual efforts and measures to achieve organizational goals (Wong, 2005). The ability and willingness of the individual are considered as the fundamental factors in performance and efficiency (Waya & Johnson, 2005). In other words, to what extent an individual can have the ability to do (knowledge, skills, experience and competence) things and to what extent he has the willingness (motivation, interest, commitment and trust) to do the work. Knowledge management, the process or activity to create, acquire, capture and apply knowledge, wherever they exist, are to increase learning and performance in the organizations. The organizers are compelled to compromise with changing and competitive environment, rethink their structure and they need to have more flexibility than the past against changes in the environment. They are forced to control their cycle of knowledge (production and dissemination of knowledge) effectively and also they have more effective support from the social processes that lead to the creation of knowledge. Department of Industry, Mine and Trade in Golestan province need to maintain knowledge of the employees through initiative because otherwise, providing services to the public will be in trouble. Therefore, given the importance of the issues cited, the key question of this question is that is there a significant relationship between the management process of knowledge and job performance with the role of knowledge management process in Golestan province Department of Industry, Mine and Trade?

### **Methodology**

The present research is applied in terms of purpose and is descriptive- from the kind of correlational in terms of collecting information. According to the research objectives, the population of this research includes managers and employees of the Department of Industry, Mine and Trade in Golestan province that their number was 265 people and 152 people were selected in statistical sample using the table of Morgan and the method of simple random sampling. To gather the data needed to conduct research, two standard questionnaires were used. The first questionnaire used in this study was Nonaka and Takeuchi's knowledge management standard questionnaire, the second questionnaire of job performance was Hersey and Goldsmith. In order to achieve the validity of the questionnaire, using sessions of open dialogue with professors and advisors and experts and informed on issues related to the research, the validity was confirmed and to test reliability, Cronbach's alpha instrument of measuring was used that the results of Cronbach's alpha coefficient was calculated by the software SPSS equaling to 0.91. Options of the questionnaire have been determined based on the Likert scale.

## Results

**Table 1.** The results of structural equation modeling (path analysis).

Component	Standard factor loading	t-value	Result
The process of knowledge management and job performance	0.60	5.81	There is a relationship.

According to the results of Table 1- the results of structural equation model showed that factor coefficient of the relationship of the variable of the process of knowledge management and job performance was 0.60, t-value was 5.81 which was higher than 1.96. Therefore, we concluded that there is a relationship between the process of knowledge management and job performance.

After the structural equation modeling analysis of the path, the study of the adequacy of the fitted model was discussed. Table 2 shows the fitness indicators of the analysis model in the model of confirmatory factor analysis of the research.

**Table 2.**

Indices	Acceptable value	The value of research finding	Utility
Chi $2\chi^2$	Lower than 3	1.64	Confirmed
p-value	-	0.000	Confirmed
Degree of freedom	df $\geq$ 0	41	Confirmed
RMSEA	RMSEA $<$ 0/1	0.065	Confirmed
NNFI	NNFI $>$ 0.8	0.92	Confirmed
NFI	NFI $>$ 0.8	0.96	Confirmed
AGFI	AGFI $>$ 0.8	0.97	Confirmed
GFI	GFI $>$ 0.8	0.98	Confirmed
CFI	CFI $>$ 0.8	0.90	Confirmed
IFI	IFI $>$ 0.8	0.98	Confirmed
RMR	closer to zero	0.012	Confirmed

As it can be seen in Table 2, model fit indices such as IFI,CFI,GFI,AGFI,NFI,NNFI all are suitable and acceptable and the indicators of RMR are also 0.12. Fitness model and the results are confirmed.

## Conclusion

The present findings of the research show that there is a relationship between the process of knowledge management and job performance. This research is consistent with the research of Varkani (2010). He did a research entitled the impact of knowledge management strategy on organizational performance. The results of the research showed that there was a significant relationship between knowledge management and job performance.

### *According to the results of the research, it is recommended*

1. Taking advantage of sharing information and knowledge to improve job performance;
2. Improving job performance by increasing the accessibility of knowledge, sharing and accelerating its transfer.

### *According to this study, future researchers are recommended*

Similar studies should be performed in other government agencies and the comparison of the research results should be conducted. The relationship between the characteristics of human resource management and knowledge management are performed. The role of empowerment as a mediator in the relationship between the characteristics of human resources and job performance are conducted.

Any researcher will usually face with obstacles and limitations to start and continue his research. Among limitations and issues which in this research, researchers have been some difficulties and lead to becoming slow pace of presenting research are as follows:

1. Lack of access to relevant sources in libraries, universities and other state agencies;
2. Some of the answers provided by the Company may be desirable to portray themselves in the field of social responsibility that this may be effective to some extent on the results.

#### **Conflict of Interest**

The authors declare no conflict of interest.

#### **References**

- Haney, D. S. (2003). Knowledge Management in a Professional Service Firm. Doctoral Dissertation. Indiana University, Proquest Information and Learning Company.
- Jafari Moqaddam, S. (2007). Documentation of experiences of managers: from the perspective of knowledge management, publications of Management and Training Research Institute.
- Norouzian, Seyyed J., & Khanbabaee, A. (2007). To investigate factors facilitating knowledge management in work teams, Master's thesis, Faculty of Management and Accounting, Shahid Beheshti University of Tehran.
- Robbins, S. (1992). Organizational Behavior Management, 1st volume, translated by: Dr. Ali Parsaian and Dr. Seyyed Mohammad Erabi, Institute for Trade Studies and Research, First, Tehran, 44.
- Way, S. A., & Johnson, D. E. (2005). Theorizing about the impact of strategic human resource management, Human Resource Management Review, 15.
- Wong, K. Y. (2005). Critical Success Factor for Implementing Knowledge Management in Small and Medium Enterprises, Industria Management & Data System, 105.
- Zheng, W. (2005). The Impact of Organizational Culture, Structure, and Strategy on Knowledge Management Effectiveness, Doctoral Dissertation, The University of Minnesota, ProQuest Information and Learning Company.