



## Review the Agile of Staff and Role of Knowledge Management in Its Improving

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### ABSTRACT

The purpose of the present study is Review the Agile of Staff and Role of Knowledge Management in Its Improving of medical science university of Zabol. So the population of the study includes all staff of medical science of Zabol having more than 200 personnel and we used Morgan table to determine the sample volume of 131 personnel among the total. Questionnaire distribution method is simple random method. The present research had a functional purpose and is survey-descriptive in terms of data collection method. Information collection data for this research is library and survey (questionnaire) method. Validity of the questionnaires was confirmed by the experts and professionals and the reliability is calculated through Cronbach coefficient. In order to analyze data we used descriptive statistics, deductive statistics such as Pearson correlation test, linear and step by step regression coefficient, and Friedman correlation test which are carried out using SPSS software. The findings of the research shows that there is a positive and significant relation between knowledge management and its four dimensions (socialization, combination, internalization and knowledge externalization) with organizational agility in s of medical science university of Zabol.

**Key words:** knowledge management, organizational agility, socialization, combination, internalization and externalization

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### INTRODUCTION

To date, rapid technological revolutions, increasing risks, globalization and privatization expectation are among environmental features, today organizations are faced with. In order to be active in such environment, there are different tracks such as reengineering, unique manufacturing, covering quality control and empowering staff. One of such approaches, which have received attention during recent decade by researchers, is organizational agility (Goldman et al, 1995). Agility is defined as economic growth in a competitive environment of which feature is permanent and unexpected changes. In formation of an agile organization, various factors are effective such as knowledge management. Later, they believed that agility is the result of complicated technologies but the recent research findings show that flexible production relies more on agile individuals and less on technology (Sherry hai, Karosky and Leer, 2007). Increasing changes in business environment and competition among them, organizations need a production system which can meet all customers' demands. Customers continuously want productions with higher application and they incline to receive them as soon as possible (Carlson and Yau, 2008). Today companies act in a situation of which rapid changes, urges them to have adjustable strategies. In fact the problem how the organizations can succeed in a dynamic and predictable environment is a subject known as the most important challenge of world today. Although different solutions are introduced as on time production, reengineering, virtual organizations and networking, agilization of an organization is the most popular. Is such environment, agility has become an important capacity affecting organization

function (Ravichandran, 2007). Agile activities can be defined as surviving and developing in a competitive environment of which crucial feature is change and distrust, reacting rapidly and effectively on changing markets according to customers' needs (Sterling, 2008).

Technologic rapid changes, increasing risks, globalization and privatization expectations are environmental features with which present economic organizations are faced. In order to be successful in such environment, agility creates a competitive advantage which can be maintained by reputation in technology and quality. Agile organization, synchronized processes and persons with advanced technology and meets customers' demand according to commodities and high quality services in a rather short time span. Of course such situation happens when agility is considered and a systematic value and a competitive strategy by leaders (Jafar nejad and Shahaei, 2007).

Organizations have access to different sources such as capital, manufacturing technology, human force, raw material and so on. Researches such as Hales,(2002) ;Nonaka,(1994) ;Wiig, (2003) show that most of organizations put their central focus on physical source management and base their competitive advantages on it. Expertise and knowledge variety are considered as the major feature of agile people. Integration and flowing such knowledge throughout the organization, is a challenge knowledge management seeks to answer. Previous researches confirm the relation of knowledge management and organizational agility. In a way that Dove, considered knowledge management as one of two major factors of agility (Dove, 1999). Also according to Bowman (2002), organizational portals provide access to internal agility creating knowledge and information transfer among individuals and organizations (externalization) and spreading knowledge. Experimental analysis of knowledge management role in developing

organizational agility receives less attention by researchers. Accordingly, we try to analyze the effects of knowledge management on organizational agility in s of medical university of Zabol and then the factors will be ranked.

## REVIEW OF LITERATURE

### Knowledge management

Maei Hotte (1997) believed that knowledge management and wisdom include the activities and organizational processes searching a combination of the capacity of organization processing regarding the data and information with

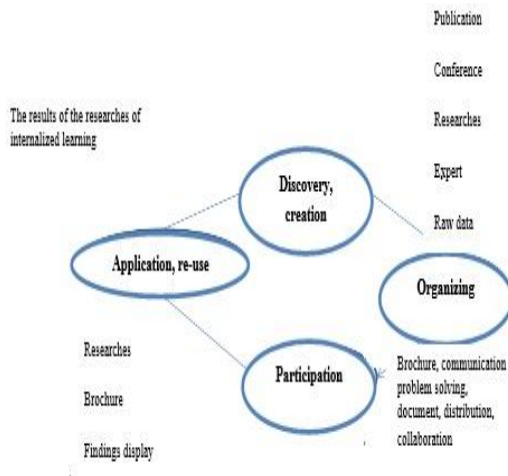


Fig. 1- Knowledge cycle of Chmieleka (2004)

### Organizational agility

Because agile institutions and organizations are worried about the change, distrust and inability to predict in their business environment, the institutions need some different advantages such as entrepreneurship, creativity ideology in order to handle changes, distrust and inability to predict in their working environment (Shahaivar, Jabzadeh, 2005). Such abilities include four main components being considered as the background of maintenance and development of agility. 1) a respondent who implies the ability to recognize changes and rapid reaction on exploitation, 2) advantages which is based on reaching to goals and organizational targets. 3) Flexibility and adjustability which is defined as: ability to flow different processes and obtaining different targets using similar equipment. 4) Speed, which is the ability to carry out activities in the least time possible (Tronglin et. Al (2005).

There are so many models presented for organizational agility so far, but in 2010, two authors of agility theory (Verly and Lavler) presented a recognition framework. According to their model, the first feature of agility plan is "static strategy" which is defined as the ability to create provoker in changing environment situations. The second feature is "adjusted plans", agile organizations have plans which can be adjusted to strategic programs rapidly in respond to internal and external pressure for change and displacement. The third feature of agile organization design is leading and shared identity. This feature

changes organization thought from leading as a personal feature , to exploitation as an organizational capacity. Finally the last feature is "value creation capacity". This feature follows organization for what it seeks or wants (Verly and Lavler, 2010; Cheno et al , 2005).

## RESEARCH PURPOSES

- Determination of the effects of knowledge management on organizational agility.
- Evaluation of the all model types of knowledge management and organizational agility.
- Investigation and comparison of correlation between the factors of knowledge management and organizational agility of staff of medical science university of Zabol.
- Ranking the factors of knowledge management on organizational agility.
- Presenting appropriate suggestions according to the findings of the research to use knowledge management in different organizations.

## RESEARCH HYPOTHESES

The main hypothesis: knowledge management factors significantly affects the development of organizational agility among staff of medical science university of Zabol.

### Sub- hypotheses:

- Socializing knowledge significantly affects the development of organizational agility among staff of medical science university of Zabol.
- Externalization of knowledge significantly affects the development of organizational agility among staff of medical science university of Zabol.
- Internalization of knowledge significantly affects the development of organizational agility among staff of medical science university of Zabol.
- Combination of knowledge significantly affects the development of organizational agility among staff of medical science university of Zabol.

## CONCEPTUAL FRAMEWORK OF RESEARCH

In this research we try to use knowledge management model of Nanoka and Takiochi.

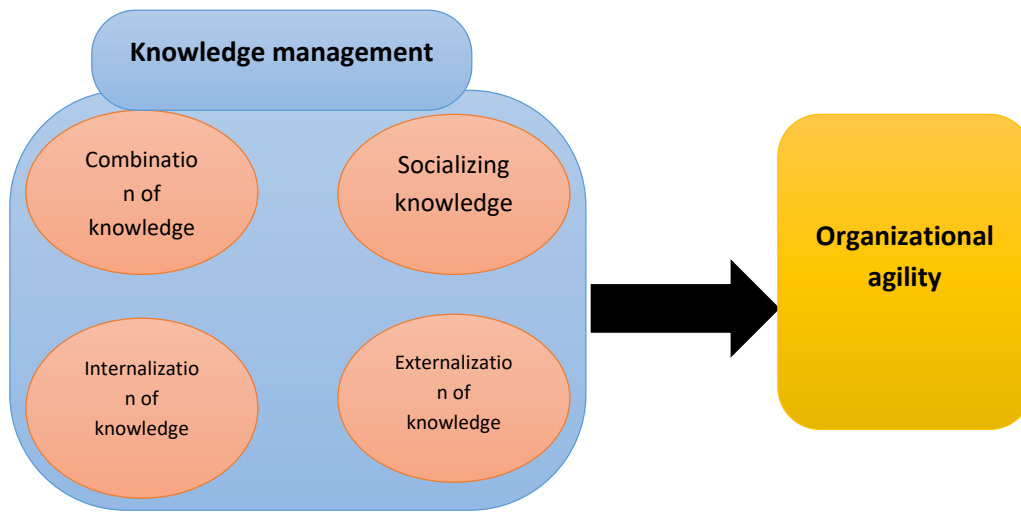


Fig. 2- Conceptual framework of research

**METHODOLOGY OF THE RESEARCH**

The present research is functional in terms of purpose and survey-descriptive in terms of data collection method. In this research we used library study and articles and university journals to collect the theoretical foundation and review of the literature and also in order to collect statistic data, and in order to examine research hypotheses we used survey method and probation in statistical population. In this research we first provided a questionnaire of knowledge management and organizational agility to collect information, interviewing experts and then we analyzed data with SPSS software. The reliability of questionnaires was obtained with higher than %0.7 Cronbach alpha which shows its acceptability (Cronbach alpha test was 0.84 for knowledge management questionnaire and was 0.81 for organizational agility). The statistical population of this research includes all staff of medical science university of Zabol equal to 200 personnel. In order to determine the sample volume we selected 131 people using Morgan table. Questionnaires distributed randomly because everyone has the chance to be selected. We used descriptive statistics in order to analyze data and we use Pearson correlation coefficient as interfering statistics, linear and step by step regression, and Friedman test.

**RESEARCH FINDINGS**

The main hypothesis: knowledge management factors significantly affects the development of organizational agility among staff of medical science university of Zabol.

Table1: regression model fitting between knowledge management and organizational agility

SD error	Adjusted determinant coefficient	Determinant coefficient	Correlation coefficient
0.447	45.6	0.461	0.679

The correlation between dependent and independent variables are equal to 0.679. The determinant coefficient obtained is 0.461 and shows that %46.1 of changes in knowledge management is related to the existing organizational agility. Because the figure does not include degree of freedom so it uses the adjusted determinant coefficient which is equal to %45.6. According to the indices presented, the model enjoys an acceptable quality.

Sub - hypothesis 1: Socializing knowledge significantly affects the development of organizational agility among staff of medical science university of Zabol.

Table2: regression model fitting between socializing knowledge and organizational agility

SD error	Adjusted determinant coefficient	Determinant coefficient	Correlation coefficient
0.570	11.4	0.122	0.349

The correlation between dependent and independent variables are equal to 0.349. The determinant coefficient obtained is 0.122 and shows that %12.2 of changes in socialization of is knowledge related to the existing organizational agility. Because the figure does not include degree of freedom so it uses the adjusted determinant coefficient which is equal to %11.4. According to the indices presented, the model enjoys an acceptable quality.

Sub-hypothesis 2: Externalization of knowledge significantly affects the development of organizational agility among staff of medical science university of Zabol.

0.524	0.724	0.726	0.852
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Table3: regression model fitting between externalization of knowledge and organizational agility

SD error	Adjusted determinant coefficient	Determinant coefficient	Correlation coefficient
0.542	0.200	0.207	0.454

The correlation between dependent and independent variables are equal to 0.454. The determinant coefficient obtained is 0.207 and shows that %20.7 of changes in externalization of knowledge is related to the existing organizational agility. Because the figure does not include degree of freedom so it uses the adjusted determinant coefficient which is equal to %20. According to the indices presented, the model enjoys an acceptable quality.

Sub-hypothesis3: Internalization of knowledge significantly affects the development of organizational agility among staff of medical science university of Zabol.

Table4: regression model fitting between internalization of knowledge and organizational agility

SD error	Adjusted determinant coefficient	Determinant coefficient	Correlation coefficient
0.589	0.055	0.063	0.250

The correlation between dependent and independent variables are equal to 0.250. The determinant coefficient obtained is 0.063 and shows that %6.3 of changes in externalization of knowledge is related to the existing organizational agility. Because the figure does not include degree of freedom so it uses the adjusted determinant coefficient which is equal to %5.5. According to the indices presented, the model enjoys an acceptable quality.

Sub-hypothesis4: Combination of knowledge significantly affects the development of organizational agility among staff of medical science university of Zabol.

Table5: regression model fitting between combination of knowledge and organizational agility

SD error	Adjusted determinant coefficient	Determinant coefficient	Correlation coefficient

The correlation between dependent and independent variables are equal to 0.852. The determinant coefficient obtained is 0.726 and shows that %72.6 of changes in externalization of knowledge is related to the existing organizational agility. Because the figure does not include degree of freedom so it uses the adjusted determinant coefficient which is equal to %72.4. According to the indices presented, the model enjoys an acceptable quality.

**CONCLUSION AND SUGGESTIONS**

In this research we tried to analyze and investigate the relation between knowledge management and organizational agility in financial field. To answer the first research question, we presented a comprehensive category from knowledge management components and organizational agility and as a result, factor analysis of knowledge management components were separated. As Pérez-Bustamante (1999) considers some knowledge based activities such as having an strong innovation culture and environments to create and distribute knowledge as clear features of knowledge management in innovation and organizational agility (Pérez, 1999), the results of correlation and knowledge management regression and agility showed a significant and strong relation (confirmation of H1).

The results of regression tests showed that among knowledge management components, "socialization of knowledge" and "externalization of knowledge" have the most effect on organizational agility (confirmation of H1 and H2) and dimensions "internalization of knowledge and combination of knowledge" also have a positive and significant organizational agility (confirmation of H3 and H4). This is while Dove (1999) believes if knowledge management and organizational agility were not in balance, they can act as an impeding factor and effectiveness of knowledge management through organization agility or reverse would not be possible. While some of researchers, consider scholarship as one of the major capacities in agility of organizations (David, 2010) and define information technology and knowledge management as an effective issue on agile firms functions (Kao and Dolatshahi, 2005). The obtained results show the foundational power of knowledge management in s of medical science university Zabol and as a result will increase university agility. In line with that, Hasanzadeh (2006) does not consider knowledge management in Iran compared to what is mentioned in literature and texts as appropriate and believes that fundamental factors should be promote as the spine of knowledge management and knowledge management assets of organizations should be more utilized in the 4th development plan (Hasanzadeh, 2006).

**Suggestions**

The suggestions below are presented to university governors being a problem solver in improving the present organizational agility.

- according to the mail hypothesis of the research, presenting the relation between organizational agility and knowledge management to medical science university of Zabol, knowledge management is in close relation with organizational agility and

paying attention to one, can improve the other. As we mentioned earlier, in today's complex environment we should move beyond changes not along with them and paying attention to knowledge management and agility is the lost piece of the puzzle.

-according to the fact that Iran is a developing country, there is no solution out of paying attention to the role of knowledge in unflinching development. As a result the capacity of creation, organization, sharing and using knowledge, is turned to one of the important and vital dimensions of competition in complex environments. Then we should pay attention to the knowledge level of staff and try to expand it.

-university governors should use the ideas and remarks presented by staff

- University should spend more time to investigate applications and demands of staff

- Rewarding systems suiting promotion of staff abilities should be considered

- Management style should be inclined more to shared management, team work and flexibility

-the organization should increase the speed and efficiency responding to changes in organizational environment

-management should present a clear definition of authorities and duties of staff

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