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The Effect of Individual Knowledge Management on Organizational Performance of Tehran Municipality

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Abstract: Today's multidimensional and challenging environment has created dynamic and complex conditions for many organizations. Therefore, the development of many of the knowledge workers' skills and abilities is necessary in order to improve organizational performance. One of the key skills of individuals for organizational success is individual knowledge management. This paper examines the effects of individual knowledge management factors on organizational performance in Tehran municipality. This research is applied and a descriptive survey in terms of purpose. The statistical population of this research is managers, consultants, and technical experts of Tehran Municipality in the highest organizational occupation (three categories) in terms of career 15-16 14-16 including 2467 people. The statistical sample suitable for the present study is equal to 332 people based on the sampling method of limited communities at the error level of 0.05. In this research, a questionnaire was used to collect data. Structural Equation Modeling and LISREL software were used to study the final model of the research. The findings of the study confirmed the effect of components of self-learning evaluation, self-learning management, information literacy, knowledge consciousness, creative skills, participatory skills and collaborative network on organizational performance.

Keywords: Individual Knowledge Management, Collaboration Network, Learning Management, Knowledge Intelligence, Organizational Performance

JEL classification: G32, O32, M12, L32

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1- Introduction

An organization can be successful and effective once it can adapt itself to its surroundings. For organizational success, it is always need to know how the system and organization work, in order to determine if both people are properly performing their tasks and these tasks are taken from the organization's main goal in the right direction, and this does not happen except by measuring performance. An organization that identifies the route and can identify what aspects of the potential weaknesses and probabilities are and how these problems can be solved (Saadat, 2013).

The occurrence of events such as the expansion of competition, the advancement of information technology and the comprehensive efforts of organizations and economic units to gain a better place has increased the need to pay attention to continuous improvement of organizational performance (Ghorbanizadeh et al., 2012). In such situations, organizations are forced to seek new ways to improve their performance. In this regard, one of the most appropriate strategies is to focus on organizational knowledge and its proper management. Managing and empowering knowledge is the key to success in economy and society. Essentially, knowledge is created by people; therefore, people's support in their individual knowledge management is vital (Rezayi et al., 2014).

Knowledge is the only competitive advantage of organizations and successful organizations are those that continuously generate new knowledge. In fact, organizations need to increase their capacity for knowledge productivity in order to realize competitive strategies and have better learning capabilities than their competitors (Basmeri et al., 2018). Knowledge management, as a new approach, focuses on the organization's need for organizing intellectual, human and scientific resources, and manifests itself as a new approach to shifting from physical force management to brain management and has brought about rapid growth in knowledge and technology (Jaradat & Al Maani, 2014).

Knowledge management should not only be implemented for the organization, but it also should provide a competitive advantage for the organization; therefore, it should coordinate between knowledge management, organizational goals and organizational strategies. Organizations that have an innovation strategy essentially focus on the strategy of personalization and organizations that have an effective strategy on the coding strategy (Ghorbanizadeh & Jafari, 2009). The municipality, like other organizations, needs well-informed and competent people in order to solve its larger and more complex problems and realize organizational goals so that by planning, coordination and timely and intelligent guidance, it plays a constructive role in the design and implementation of urban development policies and programs. The municipality managers are not just reacting to changes in society, but they must also anticipate changes, expectations, attributes and pressures and create a climate of encouragement for innovation and change. The municipality managers need not prepare for the city and the citizens for the current conditions, but they must prepare citizens for future life and tomorrow with proper planning and timely and effective leadership in various situations. Such an action, inevitably, requires knowledge, expertise and competence, and it needs how to act in different situations and avoid situations (EntezariYazdi, 2015).

This research investigates the effect of individual knowledge management components on organizational performance in Tehran municipality. Therefore, the research hypotheses are:

- H1: Self-learning evaluation has a significant effect on organizational performance.

- H2: Self- learning management has a significant effect on organizational performance.

- H3: Information literacy has a significant effect on organizational performance.

- H4: Exploratory skills have a significant effect on organizational performance.

- H5: Knowledge collaboration network has a significant effect on organizational performance.

- H6: Knowledge consciousness has a significant effect on organizational performance.

- H7: Perceived communication skills have a significant effect on organizational performance.

- H8: Creative skills have a significant effect on organizational performance.

- H9: Participatory skills have a significant effect on organizational performance.

2- Literature Review
a) Foreign Researches

Zheng et al., (2010) have shown that knowledge acquisition and sharing in are effective on innovation and product development, and thus improving organizational performance. In addition, knowledge integration can lead to product development, mitigating defects, and increased efficiency.

Ha et al., (2016) investigated the relationship between knowledge management capabilities and organizational performance in the field of small and medium enterprises in Malaysia. In this study, capabilities of knowledge management process were identified as quadruple structures: knowledge acquisition, knowledge transfer, knowledge application and knowledge protection, while organizational performance was divided into two dimensions of financial and non-financial performance. The results showed that the four capabilities of KM process are important records of organizational performance, which in turn has a positive relationship with the financial and non-financial performance of small and medium enterprises.

Alrubaiee et al., (2017) investigated the intermediary effect of organizational innovation on the relationship between knowledge management processes and organizational performance. The proposed model was derived from a survey conducted by Jordan Telecom and IT Telecom executives. The results of the research confirmed the positive and strong influence of knowledge management processes on organizational innovation and organizational performance. The results also show the positive effect of organizational innovation on organizational performance as well as the effect of organizational innovation on the relationship between knowledge management processes and organizational performance.

Muthuveloo et al., (2017) examined the relationship between tacit knowledge management and organizational performance. The results of statistical analysis showed that tacit knowledge management has a significant effect on organizational performance. However, among the four dimensions of tacit KMs socialization, internalization, externalization, and composition, only socialization and internalization have significant effects on organizational performance.

Liao and Wu (2009) investigated the relationship between knowledge management and the business practices of Taiwan's knowledge-based enterprises that are involved in manufacturing and financial sectors. Data were collected using e-mail surveys and the hypotheses were tested using structural equations modeling. The results showed that knowledge management through organizational learning affects organizational performance.

a) Iranian Researches

Fazli & Alishahi (2012) examined the effect of intra-organizational factors on organizational performance by considering the role of knowledge management. The results indicated that organizational culture, organizational strategy, and knowledge management had a positive effect on organizational performance. On the other hand, the role of knowledge management as a mediator for organizational culture variables and organizational strategies was confirmed.

Abbasgholi (2012) studied the relationship between knowledge management and organizational performance of high-tech products exporter companies. The statistical population of the study consisted of all senior executives and experts of high technology products exporting companies. The results showed that there is a relationship between senior management support and support with knowledge management capabilities, and there is a relationship between the implications of knowledge management and organizational performance.

Mohammadi (2017) investigated the relationship between knowledge management and organizational performance in project-based organizations. The statistical population of the study consisted of all managers and staff of Abadgaran engineering company, 108 of them were selected as statistical sample. The results showed that there is a positive and significant relationship between knowledge management and organizational performance. Managers of the company should also seek to create an intimate and reliable environment with useful and useful communications in the organization in order to provide conditions for the development and sharing of knowledge.

Rahimi (2017) examined the effect of knowledge management on financial performance by organizational learning mediation at the ministry of education of the Markazi province. The statistical population of this study is the staff of the Ministry of Education of Markazi Province including 250 people, 82 of them were selected as sample size. Data were analyzed using LISREL software. The results showed that knowledge management has a direct, positive and significant effect on financial performance. In addition, knowledge management has an indirect and positive effect on financial performance through organizational learning mediation.

3- Theoretical Background
Performance Management

Performance refers to the degree to which tasks fulfill the occupation of an employee (Byars & Rue, 2008). Some scholars regard performance as a result of personal characteristics, skills, and so on. These characteristics turn into objective results through employee behavior. In fact, employees can show their behavior only if they have the knowledge, skills, abilities and other essential features for doing a job (Noe et al., 2008).

There are several scales to evaluate the performance of an organization, but

they are not necessarily distinct from one another. These scales include:

1. Strategy: Strategies and support procedures are systematically developed to achieve the desired outcomes, that causal relationships are specific. Clear goals and aspirations for innovation based on understanding market conditions and opportunities are supported by appropriate resources. The organization's strategy and procedures are communicated with the organization's stakeholders (Ebrahimzadeh, 2012).

2. Employees: Excellence organizations manage, develop, and use all potential employees at individual, team and organizational levels. They promote justice and equality, empower employees in their affairs. These organizations have, in a way, focused on their employees, encouraged and praised their employees, in which the incentive and commitment to use their knowledge and skills to create organizational interests (Amiri & Sokaki, 2008).

3. Structure: An organizational structure is the way in which organization activities are organized, organized and coordinated (Beykzadeh et al., 2013). The organizational structure implies the patterns of organization's internal relationships, authority, and communication, and clarifies the reporting relationships, formal communication channels, determination of responsibility, and decision making authority (Ghanbari & Fazlollahtabar, 2017).

4. Process: Excellence organizations design, manage, and improve their processes in order to achieve full satisfaction and create value for clients, customers and other stakeholders (Amiri & Sakaky, 2008). Processes are designed and managed by the organization to optimize

value for stakeholders and are used as a framework for key processes for implementing organizational strategy (Delghavi, 2013).

5. Compatibility: Organizational adaptation is the ability of an organization to change itself or ways to work in the organization, in order to survive in a changing environment that these changes have not been foreseen at any time during the design of the organization (Hatum, 2007).

6. Protecting and organizing resources: Excellence organizations plan and manage their external partnerships and partnerships, their suppliers and internal resources to support policy and strategy, and effectively implement their processes. They ensure that they are effectively considering their social and environmental impacts (Amiri & Sakaky, 2008).

7. Innovation process: Innovation is one of the key factors for success, company survival and competitive advantage. According to Shampeter, creativity is a driving force for development, and it means the company's willingness and willingness to accept new ideas that lead to the development of new products (Namamiyan & Feyzollahi, 2015).

8. Citizens (clients): Top-level organizations are continuously and comprehensively evaluate and obtain the results related to the customer and their indicators of satisfaction with the quality of their products and services. Knowledge-based organizations use customer relationship management to collect customer information, and this collected information (tangible and intangible) is used to develop the products and services that future clients will need to use, because the client has a key role in identifying the strategies of the organization (Kaplan & Norton, 2010).

9. Society Results: Excellence organizations measure the outcomes of the community-related outcomes comprehensively. Society is at the center of partnerships and information, because society means expectations, especially from government organizations. Society expects organizations to comply with environmental standards, occupational standards, attention to community beliefs and expectations, culture of listening to society, values and laws and regulations of the community. In other words, the society expects organizations to work with the ethical values of the organization and to extend this culture to partners, suppliers, and ultimately to the environment (Rahnavard, 2008).

Individual Knowledge Management

Since the concept of knowledge management is multifaceted and challenging, there is no general definition t, and researchers have defined it differently (Theriou et al., 2011). KM involves organizational actions and processes that seeks a combination of the organization's capacity process in data and information with the organization's ability in the field of creativity and innovation of employees (Rajabi & Motieyan, 2018).

Individual knowledge management focuses on improving individual productivity of scholars and responds to the idea that scholars must increasingly be responsible for their growth and learning. They need processes and tools that can evaluate what they are in a certain position and then look for methods to complete their knowledge gaps (Verma, 2009).

The nature of individual knowledge management helps individuals in combining information resources, improving efficiency, and increasing individual competitiveness capability. Through individual knowledge management, individuals can convert all sorts of information and easily accessible information into more valuable and ultimately useful knowledge for their work and life (Zhou & He, 2009).

Verma (2009) classifies individual knowledge management skills as follows:

1- Self-learning assessment: Identifying, analyzing and assessing accurately the individual's positive and negative characteristics and capabilities, which provides the grounds for improvement and development.

2- Self-Learning Management: It is a comprehensive process of identifying learning gaps, identifying resources, choosing and applying learning strategies and evaluating your learning, initiating and accepting responsibility.

3- Information literacy: It is the use of information technology to retrieve and disseminate information, the ability to use and use information in information resources, the process of identifying information needs, finding, evaluating and using information to acquire or develop knowledge.

4- Exploratoryskills: Projection skills, research skills set; such as information retrieval and gathering, methodological skills, and information analysis.

5- Knowledge Collaboration Networks: A network of knowledge collaborators expressing awareness about who has knowledge and human resources for help and guidance. The network of knowledge collaborators is the transfer of knowledge between individuals and organizations and, contrary to official organizations, expresses the freedom of association between individuals. Managers should know that if they are not present in networks of knowledge collaborators, they will be limited in accessing their essential information.

6- Knowledge Awareness: Knowledge Awareness develops and improves the organization, classification, and retrieval of an easy and fast set of huge amounts of information, thinking, exploration, decision making and other actions.

7- Cognitive-communication skills: Perceptual skills are the recognition of the important elements that exist in a particular situation. Perceptual skills include the understanding of the relationships between elements and the conception of elements as an integral whole. Perceptual skills, that is, mental ability to understand and analyze the complexities of an organization, and to understand all elements and components of the organization of work and organizational activities as a unit of the system.

8- Creative skills: Creative skills include: imaginative skills, modeling, awareness of the magnitude and value of cases and issues, innovation, inference and understanding of complex organizing systems. The organizations and specialties in it must engage in eternal and eternal innovation in order to ensure their survival and life. Dimensions of creativity, divergent thinking, attitudes and interests, personal attributes, biographies, creative achievements. Creativity is something creative people use to create creative effects.

9- Participatory skills: Participation is the mental and emotional involvment between individuals and group situations that fosters them, helping each other to achieve group goals and engage in work responsibilities (Bagheri, 2015).
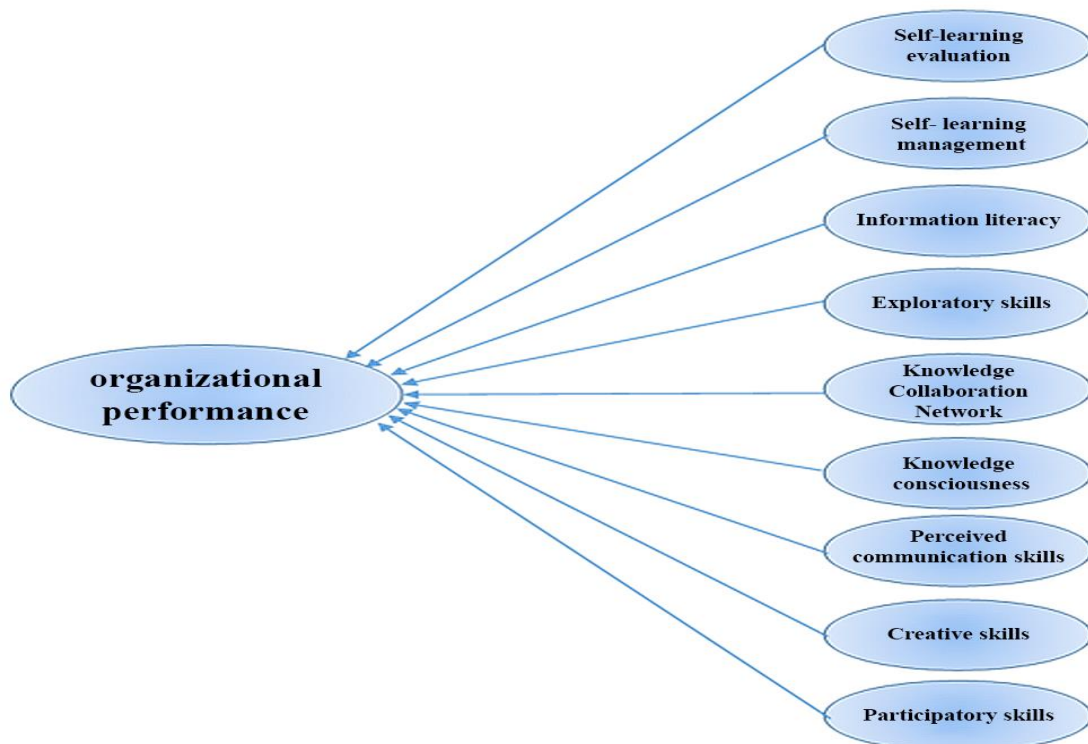
Fig1. Conceptual Model

4- Research Methodology

In terms of purpose, this article is an applied and it is descriptive survey in terms of method. The statistical population of this research is the managers, advisers and experts of Tehran Municipality

specialist and technical experts in the highest organizational occupation (three grades) in the job grades 16-15-14.

The statistical population of this study was 2467 people. The statistical sample suitable for the present study is equal to 332 people based on the sampling method of limited communities at the error level of 0.05. A total of 500 questionnaires were distributed. Finally, 344 questionnaires were collected and analyzed. The research questionnaire consisted of 65 questions (indexes) that included 33 indicators for organizational performance and 32 questions for individual knowledge management. In order to ensure content validity, professors and experts' opinions in the field of management were used. The construct validity was measured using confirmatory factor analysis and using the LISREL software version 8.51 for each indicator. In order to determine the reliability of the questionnaire, the internal consistency of the questionnaire was measured by means of Cronbach's alpha coefficient. Structural equations and path analysis were used to test the research hypotheses. In the structural equation model, on the one hand, the appropriateness of the conceptual model of the research with the data and indices and the research hypotheses were analyzed on the other hand.

Table1 presents the results the Cronbach's alpha by the indicators of the questionnaire:

Table1. Cronbach's Alpha Results

Variable	Questions	Cronbach's Alpha
Organizational performance	٣٣	0.917
Self-learning evaluation	٣	0.725
Self- learning management	۴	0.717
Information literacy	۴	0.869
Exploratory skills	۴	0.779
Knowledge Collaboration Network	٣	0.788
Knowledge consciousness	۴	0.830
Perceived communication skills	٣	0.723
Creative skills	٣	0.764
Participatory skills	۴	0.815
Total Cronbach's Alpha		0.977

The results of Table 1 on the reliability of questionnaire indices show that the obtained alpha values indicate the high level of internal consistency of items related to these indicators to measure and evaluate them.

5- Results

The findings have two sections; descriptive (frequency and percentage of respondents' demographic information frequency) and inferential findings (including structural equation modeling).

A. *Descriptive Findings*

Table 2 presents the results of the descriptive findings.

Table2. Descriptive findings results

Variable	Group	F	Frequency percentage
Gender	Male	۲۶۵	77.0
	Female	۷۹	23.0
Age	Up to 30	۱۵	4.4
	۳۱to 40	۱۶۹	44.1
	41 to 50	۱۲۹	37.5
	Over 50	۳۱	9.0
Education	Bachelor	۹۶	27.9
	Master	۲۱۶	62.8
	Ph.D.	۳۲	9.3
Experience	Up to 5	۱۶	4.7
	6 to 10	۶۱	17.7
	11 to 15	۱۰۷	31.1
	16 to 20	۷۲	20.9
	21 to 25	۵۶	16.3
	26 to 30	۳۲	9.3
Organizational post	Expert 1-14	۳۱	9.0
	Expert 2-15	۸	2.3
	Expert 3-16	۳	0.9
	Manager 4 Rank 14	۲۱۲	61.6
	Manager 5 Rank 15	۴۶	13.4
	Manager 6 Rank 16	۳	0.9
	Other organizational posts	۴۱	11.9

The results of the descriptive findings show that 77% of respondents are male and 81.6% are in the age group of 31-40 and 41-50. The minimum degree is bachelor, and 62.8% have a master degree. The service record (job experience) of 11 to 15 years old was the most frequent (with 31.1%) and 61.6% of the respondents have a managerial position of 4 ranking 14.

B. Inferential Findings

In this section, the results of structural equation modeling of the conceptual model of research (standard weights and coefficients) are presented.
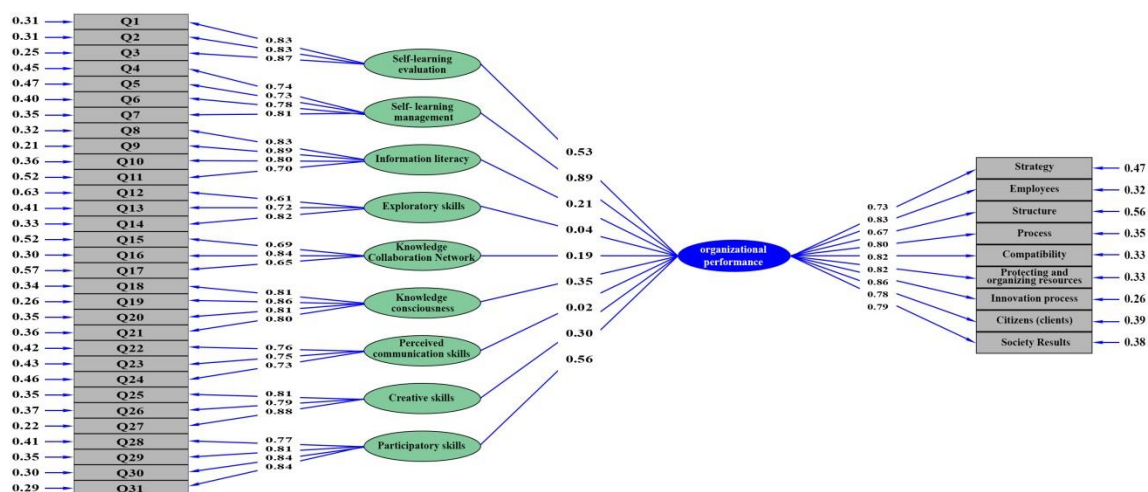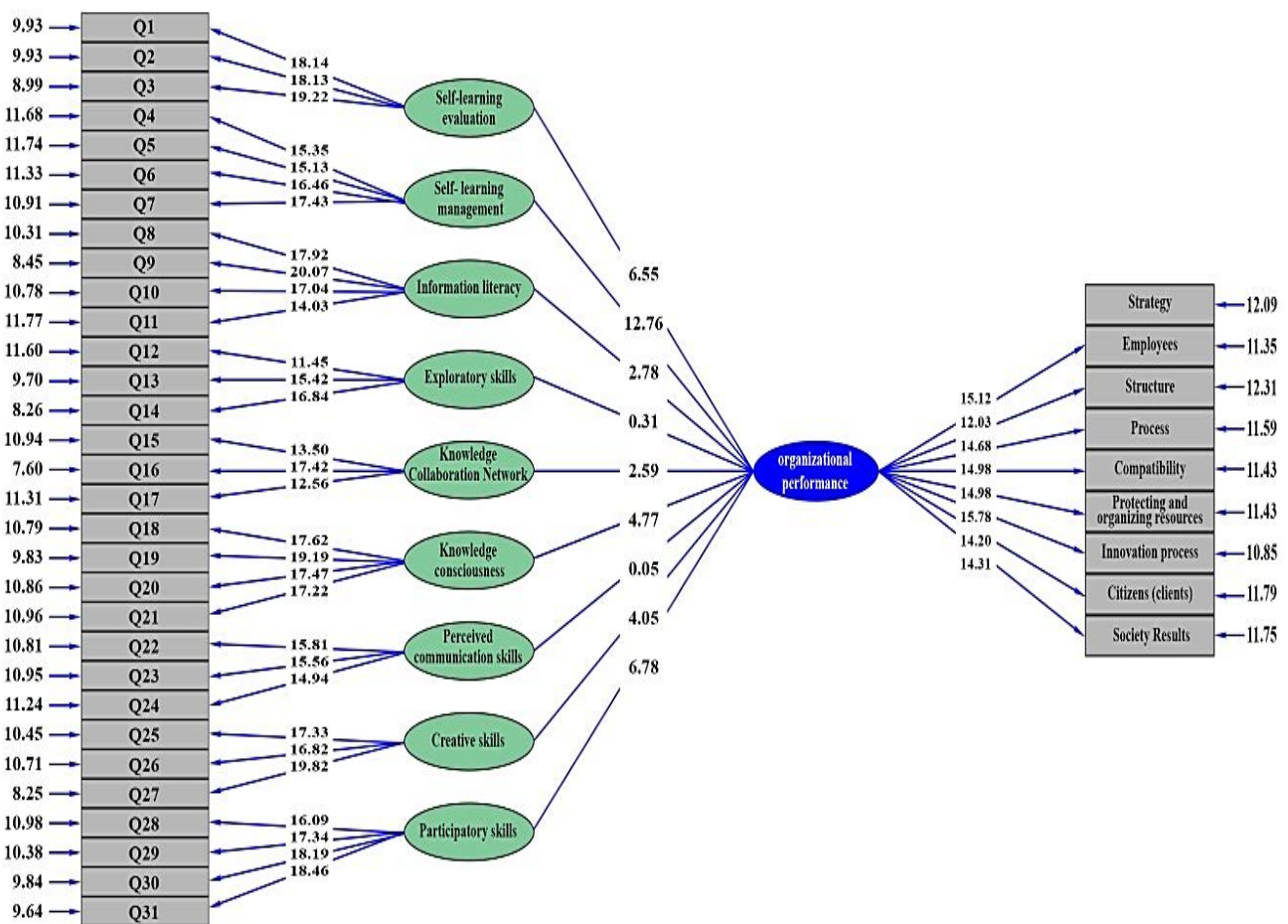

Fig2. Structural Equation Modeling of Conceptual Model (path coefficients)

Figure 2 shows the output of the structural equation model in the standard estimation mode, in which the factor loads of explicit variables and path coefficients are extracted between independent variables and dependent variables.

Figure 3 shows the output of the structural equation model in a significant state of the coefficients. In this form, the statistics of T are explicit variables and t statistic is extracted between independent variables with dependent variables.

Fig3. Structural Equations Modeling of the Conceptual Model (T Statistics)

In Table 3, path coefficients, t statistic derived from the effect of independent variables including self-learning assessment, self-learning management, information literacy, knowledge consciousness, creative skills and participatory skills, knowledge collaboration network, exploratory skills and perceptual skills on organizational performance are presented.

Table3. Path coefficients, t-statistic

Predictor variables	Path coefficients	t-statistic
Self-learning assessment	0.53	6.55**
Self-learning management	0.89	12.76**
Information literacy	0.21	2.78**
Exploratory skills	0.04	0.31
Knowledge collaboration network	0.19	2.59*
Knowledge consciousness	0.35	4.77**
Communication cognitive skills	0.02	0.05
Creative skills	0.30	4.05**
Participatory skills	0.56	6.78**
** $p < 0.01$ * $p < 0.05$		

Regarding the results of structural equation modeling in Table 3, components of self-learning evaluation, self-learning management, information literacy, knowledge consciousness, creative skills and participatory skills have a positive and significant effect on organizational performance at 99% confidence level. The component of Knowledge Collaboration Network has a positive and significant effect on organizational performance at 95% confidence level. The components of exploratory skills and perceptual skills at the 95% confidence level have no significant effect on organizational performance.

Fitting the Conceptual Model of Research

Different indices were used to measure the fitness of the studied model in this study including:

RMSEA[1]: The first criterion for determining the fit of the whole model is the root mean of the second power of the approximation error. When the value of this statistic is less than 0.05, it shows the model has a good fit.

Absolute Fit Indices: The next two criteria are known to fit the model into absolute fitness indices. These criteria will appear as GFI[2] and AGFI[3] on the output. These indices should be between zero and one. The values higher than 0.9 represent an acceptable fit of the model. Relative fit indices show how fit the model is to fit the base line model, which is the autonomy model. These indices are NFI[4], NNFI[5], and CFI[6]. Excluding NNFI index, the values of all the indices of this group are between zero and one, and the closer they are to one, the better represents the fit of the model- NNFI value can be greater than one. In general, working with LISREL, each of the indicators obtained for the model alone is not the reason for the model's fitness, but the indices should be interpreted together and mutually.

The purpose of fitting the model is to determine whether the theoretical relationship between the variables in the design phase of the theoretical framework was considered by the researchers to be validated by the data obtained; in other words, the degree of conformance of the model with the experimental data, to be determined. The values obtained from the fitness index set out in Table 4 show that the research model has a good fit. The results of fitting indices indicate the

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1- Root Mean Square Error of Approximation
2- Goodness of Fit Index
3- Adjusted Goodness of Fit Index

4- Normed Fit Index
5- Non- Normed Fit Index
6- Comparative Fit Index

fitting of the conceptual model of the research.

Table4. Conceptual model fitting indices

Index	Limit	Obtained value
X²/df	3 and less	2.48
NFI	0.9 and higher	0.96
NNFI	0.9 and higher	0.96
IFI	0.9 and higher	0.95
CFI	0.9 and higher	0.94
GFI	0.9 and higher	0.92
RMSEA	Less than 0.08	0.067

6- Conclusion and Discussion

Structural equation modeling tests path coefficients using t statistics. Once the hypotheses are confirmed, the path coefficient of its significant number, which is the same statistic, is significant. According to this model, the path coefficient is significant; if the t value is outside the range (-1.96 to +1.96), and if the value of t is within this range, then the path coefficient is not significant.

The results of the research hypotheses show that as the components of self-learning assessment, self-learning management, information literacy, knowledge consciousness, creative skills, collaborative skills and knowledge collaboration network improve in Tehran municipality, organizational performance also improves and vice versa. In fact, it can be said that Tehran municipality can improve the performance of the entire organization when it can use the above components.

KM is at the individual and organizational level as the key to managing a new century, a systematic strategy, and processes for defining, accessing, transferring, and using information and knowledge by individuals, which promotes innovation, ability to compete and improve performance, while helping problem solving, decision making, strategic planning, dynamic learning, and preventing the deterioration of mental assets and increasing organizational awareness and increasing the flexibility of the organization.

In applying knowledge management, to improve performance, organizations need to determine the type of use of knowledge management, or, in other words, identify the strategy of applying knowledge management and familiar with the principles of management in defining views, as well as the objectives of knowledge management in line with the goals of the organization and consider the knowledge management as a process that holds the whole organization and, upon completion of a project, it does not end this process, but it becomes a start for the next success. Regarding individual knowledge management, the attention of individuals to the organization as those who are knowledgeable and the most important organizational capital is emphasized and this is what has been considered during the management of knowledge.

KM should not be performed solely because it is useful to the organization, but should lead to providing competitive advantage to the organization. Therefore, there should be coordination between knowledge management, organizational

goals and organizational strategies. Organizational environment can influence the choice of KM strategies. Organizations that have an innovation strategy focus primarily on personalization strategies and organizations that have an effective strategy focus on coding strategy.

According to the results of the research findings, the following suggestions are presented:

- It is suggested that Tehran Municipality adapt individual learning to organizational goals and apply individual knowledge management strategies to fill the gap between individual learning and organizational learning because individual knowledge management is empowering for the effective individual learning management and organizational learning.

- Tehran Municipality can use a variety of incentives to develop knowledge-based culture. Granting material and spiritual rewards is essential to employees who play an effective role in the knowledge management process.

- To develop learning plans for municipality personnel and performing specific time and spatial planning for learning; Learning programs should be in a way that can be implemented and the content of the planned knowledge is commensurate with their job title.

- To use individual knowledge assessment system in Tehran Municipality in order to inform employees of their knowledge, strengths and weaknesses of their learning

- To hold ttraining courses to familiarize and use personnel from databases

- To hold sseminars and scientific conferences to exchange knowledge and information with friends, colleagues and others

- To invite professors and scholars from each field

- To familiarize all the staff of the municipality of Tehran with the scientific issues of the day in their specialty

- To make necessity for personnel with professors and academic professors to discuss topics and topics related to the discipline

- The organization's environment to be such that employees can discuss themselves individually or collectively with others in relation to scientific issues, and the views and views of individuals or groups in the organization can be accepted.

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