

Study the Relationship between Knowledge Management and Empowering Human Capital by Organizational Productivity

¹Mohammad Vahedi*, ²Dr. Maryam Balouyee

¹PhD in Management, Human Resources Management, Lincoln University, Kuala Lumpur, Malaysia.

²Assistant Professor at Farvardin University, Ghaemshahr, Iran

Abstract

Today's organizations need to move effectively towards knowledge sources, and this globalization and competition has made knowledge as the most valuable strategic resource. Employees can work well when they have the skills, knowledge and abilities they need to know about the goals of organization, and management has come to the conclusion that they should empower employees. Importance of human resources is no secret to everyone and organizations to survive in a complex and challenging environment needs capable and creative staffing. Empowerment and human resource development is a management approach the relationship between knowledge management and human resource management and be involved in the decisions what is important barriers to empowerment and negative aspects of empowerment. And this importance, may be made only in the realm of strategic human resource management programs. An employee has the potential that helps them to empower the realization. Managers should use to improve the level of empowerment and poor employee skills development and better use of organizational resources to achieve organizational goals. This paper aims to address the issue of empowering human resources, benefits, barriers and expressed

the requirements and guidelines principles and the process of empowerment is.

Keywords: knowledge management, human resource management, barriers, Organizational Productivity, Empowering Human Capital, Organizational Productivity

***Corresponding Author: Mohammad Vahedi, Email:**

mohammad_vahedi2001@yahoo.com

Introduction

Knowledge is one of the most vital sources of organizational competition. It is, however, noted that organizational knowledge may be more important than all organizational assets (Robey et al., 2002). Today, knowledge management is considered as one of the strategic plans at the level of the top and most successful organizations of the world, and this has led to the development of today's post-industrial society, which is a knowledge-based society, gradually replacing knowledge technology, Power engineering technology. In this way, management information systems have gradually replaced their knowledge management system so that organizations can successfully adapt to strategic environmental changes by converting information into



knowledge and wisdom (Halajian, et al. 2012, p. 85). Since globalization and competition have led knowledge to be recognized as the most valuable strategic resource, and the organization's ability to apply knowledge to Using market opportunities is the most important ability, so an organization that knows more about customers, products, technology and the market is better than global competitors. Knowledge management responds to the serious need of organizations to exploit the source of knowledge in an age where knowledge is the most important asset of organizations.

Today, in the developed world, it is accepted that knowledge and its application are the most important factor that can distinguish competing organizations and cause the growth or decline of companies in comparison with their rivals (Hancer, 2005: 11). Knowledge management is one of the most important factors in improving the performance of employees, the success or failure of managers and the competitive advantage of organizations in the third millennium of development. Revising the background of research shows that balance between knowledge and other sources of production is changing in the interest of knowledge. Knowledge, as compared with resources such as earth, tools and machinery and labor is considered to be the most important determinant of living standard (Okunoye & Karsten, 2002; Salo, 2009). In the era of globalization and rapid technological advancement, human capital is considered to be the most important capital of organizations. Human resources in general

play a major role in making strategic decisions and objectives, monitoring and analysis of the external environment and supervise internal operations and measuring efficiency (Bognar and Bansal, 2014). Organizational managers are particularly interested in the issues of productivity and factors affecting it in the manufacturing and service sectors. Many believe that criterion of productivity in the service sector rather than depends on technology and other factors, depends on human resources and factors that affect it. The effort to improve and efficiently use of resources such as labor force, materials, energy and information is the goal of all managers of economic organizations and industrial production units and service providers. The existence of an appropriate organizational structure, efficient methods of operation, healthy equipment and tools, a balanced work space, and most importantly, qualified human resources are essential to reach managers in order to achieve optimal productivity.

Knowledge Management (KM)

The world is experiencing an era that has been termed the “knowledge age” (Forghani and Tavasoli, 2017). In this era of global economics, knowledge is recognized as the only source of wealth production, while creating and applying the knowledge is the main source for an enterprise in achieving its sustainable competitive advantages. Toward this achievement, most organizations attempt to become aware of their individual and collective knowledge and to apply modern technologies to make the most effective and efficient use of the obtained knowledge to



influence their strategic goals and organizational excellence (Key. Bryman, G. & et al, 2008). Therefore, KM is the essential solution that every organization tends toward for achieving a superior organizational performance, as well as competing in the current dynamic global business environment (Liao, Wu, 2010). The notion of knowledge as a valuable asset must be managed and archived carries organizations and individuals to take brave steps toward the knowledge technology. The management of knowledge has become more crucial with in the business, science and social communities because of many activities of the organizations and the broader of science and social life today are knowledge-driven. In recent years, this managerial activity has been known as KM. Accordingly, KM is fast becoming a commercial necessity for many organizations or individuals in terms of managing and preserving their accumulated knowledge to be accessible and reusable later. In fact, KM became a common function in business organizations (Zaim, 2016). Since the emerging of KM discipline in 1995, researchers proposed varied definitions of KM with more or less common characteristics (Zaim, 2016). While the existing literature defines KM in a number of ways, they all agree that the focus of KM is to make an organization become aware of its knowledge, individually and collectively. (Renata, 2016).

Accordingly, a tight correlation is present between KM and HRM. This observation is outlined, as human is the main carrier of knowledge, as well as the formulation of KM

concepts relies on a set of processes and activities, such as knowledge acquisition/collection, knowledge maintenance, knowledge sharing and knowledge using (Renata,2016). KM process was categorized into eight activities: knowledge diagnostic, defining knowledge objectives, knowledge generation, storage, disseminating of knowledge, the application of knowledge, knowledge retrieval and maintenance knowledge. Furthermore, Bognar and Bansal (2014) despite the discrepancy in the number of activities stated, the majority of researchers agree on six main activities that are included in the majority of the proposed KM processes.

Knowledge Management Process

The effort to create knowledge management in an organization begins with work in the Information Technology Unit and Information Systems Unit. The unit's attention is focused on the technology needed to create knowledge management systems as well as individuals and cultural aspects of knowledge management. If the technological infrastructure needed to support knowledge management systems is not available, trying to manage knowledge is a waste of time. Also, if people do not manage their knowledge as an input to the system, the KM system will still fail. Therefore, three important aspects that need to be considered in creating a knowledge management system are: Organizations, Technology, and Culture (Latifian, and Doayi, 2013). Knowledge management is a complex and dynamic subject. The success of knowledge management requires an attitude of a system

that considers all factors and components of knowledge management processes. Any elaboration may pose serious challenges to the success of knowledge management programs. One of the main reasons for this is that organizations do not know how to go to knowledge management. For this purpose, in this section, different models of knowledge management are examined. Because based on the attitude and approach that experts have taken toward knowledge management, different models have been developed that are the basis of the next studies. The effectiveness of each of these models

Karayanis outlines the knowledge management steps as a table below:

Knowledge management process	Sub-activities
Earn knowledge	Anthology, interpretation, transference
Choosing Knowledge	Transition correction locating
Internalization of knowledge	Evaluation, targeting, storage
Knowledge application	Control, measurement, production, transference

Knowledge management is a complex and dynamic subject. The success of knowledge management requires an attitude of a system that considers all factors and components of knowledge management processes. Any elaboration may pose serious challenges to the success of knowledge management programs. Many organizations believe that knowledge is their most important asset, but in practice they are less committed. One of the main reasons for this is that organizations do not know how to go to knowledge management. For this purpose, in this section, different models of knowledge management are examined. Because based on the attitude and approach that experts have

depends on the location and location of the organization (Niyasi, Issa, 2010).

Knowledge management can be the process of creating, verifying, presenting, distributing, and applying knowledge. The five factors in the KM field provide an organization with training, feedback, retraining, or eliminating instruction that is usually required to create, maintain, and restore organizational capabilities. Each of these factors is explained in more detail and shows the form of knowledge management process in the following five steps (DiBot)

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Relationship between Knowledge Management and Human Resource Management

If human resource management is involved in the management of human capital, and if resources are very valuable in the knowledge of these resources, then HRM and KM are strongly interdependent. Human resource management and knowledge management

when sharing work units, teams, multi-task partnerships, as well as currents and communication networks within and across the organization's boundaries, activities and general goals. If the knowledge management cycle and HRM processes are compared with each other, it turns out that a lot of activities are shared. Finding a domain where knowledge management and human resource management are not shared is very difficult. If human resource management does not have the necessary knowledge management and does not support it and does not meet the necessary measures, it will be diverted from its original path. The same is true for knowledge management. If KM does not focus on the management of individuals, their interpersonal relationships and their relationships with the organization. For a focus initiative, knowledge management has to be on individuals themselves and the impact of human resource management (Abedini, 2016). The main task of HRM is to monitor, measure and interfere in the structure of the visualization, distribution, and application of employee knowledge, and also the task of human resource management can also help the organization in the production and maintenance of capability. When the subject of the organization's knowledge assets comes up, the traditional HRM range takes on a different shape. In such a situation, the human resources system should be deployed in such a way as to support the organizational learning environment and adapt it in an organizational knowledge management system that meets the needs of knowledge

Barriers to Empowerment and Negative Aspects of Empowerment

Peter Blake in his management empowerment book states that many executives and employee are reluctant to accept capability. The reason for this is the personal attitude of managers. Several studies have revealed the reasons for managers' reluctance to empower their employees in three categories:

- **Attitudes of managers about subordinates:**

Managers who refuse to empower others often believe that their subordinates are not well-trained to do the work they want, and are not interested in taking on more responsibilities, are more than capable of being responsible and able to assume more responsibility. They do not require much time to train, or they should not be involved in jobs or responsibilities that typically perform higher. They feel that the problem is the inability of employees, not their own.

- **Lack of personal security:**

Some managers are afraid that if they empower others, they will lose the rewards associated with successful work. They are reluctant to share skills in fear of losing their power or position. In the face of ambiguity, they have an intolerable form that makes them aware that they should personally know all the details about the plans they have been entrusted to. They prefer to work on their own tasks rather than engaging in others, or they are reluctant to take on the costs that other mistakes bring (Latifian, and Doayi, 2013).

• Need to control:

Managers who do not empower their employee often have a strong need to take control of what is happening and to govern it. According to them, it is obvious that the absence of an agenda and clear objectives on the part of the employer and the lack of control will result in the turmoil, failure and failure of the employee. They often find disappointing and short-term outcomes from exciting speeches, teamwork, suggestion systems, job enrichment and other planning and launching activities (Jorvinen, 2004).

• Education:

The enormous capital of any human resource organization will be a dynamic organization with a dedicated human resource, skilled worker. Specialty and skill are among the products of education. As human societies move from becoming to industrialization and even over-industrialization, science and technology and technology it is evolving and advancing. Along with these changes, the importance of education is more and more tangible, as some educators point to the importance of teaching, education is in fact self-management, that is, without training the employee, the bases of management are shaken, and to The risk is therefore the training of employees is an issue An inevitable vital is to be constantly considered with a set of management processes so that other activities can be fruitful.

Therefore, it is important to improve the level of knowledge and skills of employees and keep their technical knowledge up to date. In order to improve the effectiveness and

efficiency of these trainings, it is necessary to firstly define the training needs of the employees carefully and the coherent educational planning is not taken into account. The next step with the timely implementation of the courses Educational needs and expectations are achieved in order to achieve organizational goals. Finally, by evaluating the training program and setting the results, the strengths of the program will be fixed and subsequently amended. In the electricity industry, the training was organized by the Committee on Education and Human Services Whose tasks are determined by the political and overall strategic review and confirmation of the annual budget of teaching for executive decisions of the expert committee (Abedini, 2016).

Barriers to Efficiency**1) Management Weakness:**

Management weakness is one of the main causes of low efficiency in administrative organizations. Managers' lack of familiarity with the techniques and techniques of planning, organizing, managing human resources, rewarding and punishing, motivating methods, controlling, inappropriate manager's selection at their different levels of repeated movement and lack of planning courses leads to a weakness in management and ultimately a decrease in efficiency. .

2. Non-specialist human resources:

Personnel who have the necessary knowledge and skills will perform their duties and duties



correctly. Therefore, in order to improve the level of efficiency, in organizing the employee, in addition to considering other features, having expertise is one of the basic principles in choosing individuals. It should be noted that attracting and employing deserving employee requires the creation of a human resource system in which decent is dominant.

3. Lack of proper employee assessment system.

Some of the goals of employee evaluation systems are: to identify employees' weaknesses in doing things and to formulate educational programs for their reform at the organization level, to create an interest in employees by creating a reward system and rational encouragement in the organization, establishing a logical criterion in dividing benefits and privileges and reducing dissatisfaction and complaints caused by biased opinions towards employees. Therefore, employee appraisal systems should measure their performance and use it as a benchmark for the correction of inefficient methods. The existence of an appropriate evaluation system can be a factor in promoting work incentives.

4. Lack of employee motivation:

Increasing and improving efficiency in the organization has a direct relationship with the motivation of efforts and efforts in the employee. Motivated employees are able to strive to achieve the goals of the organization, reduce costs, and use the right resources appropriately. Unfortunately, for years, the

underlying motivations have proven to be a dilemma.

5. Dominance of individual philanthropy:

If in an organization individuals seek to achieve personal and personal goals and use the resources and resources of the organization to achieve their intentions and personal goals, then the efficiency of the organization, which is achieved by taking into account the goals of the organization, is Abandonment will be forgotten.

6. Help:

To illustrate this, the statistics that will be considered will be solved. The useful work hours are announced at 6 to 9 hours a week. "The study, which was carried out in 1365 on the useful hours worked by the employee of an administrative organization, shows that during the official working hours of the organization, it was 52 hours a week, in addition to 44 hours Employees had 8 hours of overtime, but the employee's useful work was only 7.8 hours a week. That means they even get less than eight hours of overtime. "

Factors outside the Governmental Organizations That Affect Their Efficiency:

1. Cultural factors:

Culture as a vital factor leads to behavior in members of the community. The culture that governs society as an umbrella forms all our behaviors. The efficiency argument, without regard to the culture in which we live, is useless. How can we create criteria for creating a conflict between efficiency and

how can we move forward with the slogan of efficiency? If in the culture of the community efficiency is considered to be the exploitation of people, then efficiency will be against cultural goals. Values, habits, and other cultural categories are closely interrelated with working correctly and correctly.

2. Economic factors:

The country's economic fluctuations and changes, such as: the general level of salary payments in the country, the general conditions of the economy of society, such as unemployment and inflation, can affect efficiency levels. For example, under inflationary conditions, people will have to work harder because of the depreciation of their money. The multifunctional phenomenon will reduce efficiency.

3. Societal factors:

The existence of social relationships based on co-operation and couples, social discipline, public education level, population composition, population growth rate, literacy rate, and unemployment rate are effective in organizations' efficiency.

The Internal Factors That Affect Government Buildings:

1. Human Resource:

The relationship between organizational efficiency and human resources is undeniable. Because material factors are augmented in human hands. Man has knowledge and expertise that can make use of the resources of the organization. Therefore, human being is the man-power of quality, and

man is a good man, his human being and his specialty.

2. Organizational space:

The deployment of equipment, tools and machinery of the organization and the manner in which people can be placed at the locations of the organization can influence how the organization works.

3. Salary:

Salaries and salaries of employees should provide incentives for them. In other words, employees must be aware of the amount of salary they pay with their work done in a fair and equitable manner. Generally, in the state-paid payment system, the salary of employees is fixed at the same rate annually, and it does not actually correlate with the performance of the employee. Many studies have shown the relationship between salary and efficiency and efficiency increase in the organization. Payments to employees should be based on equity. What is considered as a measure of motivation in salary is a fair understanding of the wages and salaries of employees. The existence of a system of paying employees whose fairness is fairly well-liked is considered to be important in increasing efficiency. Individuals based on the Adams Theory of Equity, one of the motivational process theories, examines their data (education, experience, effort, and loyalty) with the outreach received from the organization, which is the most important and most visible to the salaried people, and Then by comparing your other outputs and data, if the sense of justice in their motivation will be created.



4. Employee Training:

Training employee to empower those who are engaged in government agencies today is known worldwide as one of the strategic management plans of the state, due to the fact that everything is tied to its quality. In 1985, IBM earned \$ 2 billion in training programs for its employees, it's interesting that IBM's net profit was \$ 6 billion in that year. Japanese employees are on average 28 days in service classes. Figures the importance of training human resources in the Rough countries indicates its importance in the development of efficiency.

5. Technology:

The selection and application of appropriate technology as tools and methods that make the work contribute to increasing or decreasing efficiency. Choosing tools, tools, methods, and other tools for product or service provider to reduce costs and increase company efficiency can be effective.

6. Encouragement and rewards:

Employees must receive the appropriate rewards for doing things desirable and sustained. Managers are often unaware of the fact that small rewards have an impact on employee performance. Here's an example: assume that you and your family will refuse to rest part of your organization's work and after the end of it you will see the work delivered to your manager, your manager will even bother smiling and shaking his head or one It does not express simple feelings. Are you doing the right thing to do the right thing, or are you discouraged? Many studies show

that the lack of remuneration for job performance reduces the continuity of work in a desirable manner (Renata, 2016). Managers may believe that employees' remuneration is a permanent and appropriate reward for them. It is true that salary is effective as an important factor in the maintenance and operation of employees, but employees are demanding to receive various rewards in relation to their performance.

7. Quality of Work Life:

The quality of work life refers to the efforts of psychologists, sociologists and other social scientists to address human needs and put them in the content of the job. In addition to specializing in the work that entails the efforts of people such as Adam Smith and Frederick Taylor, it takes into account the mental needs of the employee. Jobs redesigning discussions that are meaningful with job turnover, job development, and job enrichment to create quality work life are all meant to improve the quality and quantity of work done by employees.

Conclusion

The management of knowledge has become more crucial with in the business, science and social communities because of many activities of the organizations and the broader of science and social life today are knowledge-driven. In recent years, this managerial activity has been known as KM. Accordingly, KM is fast becoming a commercial necessity for many organizations or individuals in terms of managing and preserving their accumulated knowledge to be accessible and reusable later. In fact, KM

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