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**INVESTIGATING THE RELATIONSHIP BETWEEN KNOWLEDGE MANAGEMENT AND ORGANIZATIONAL LEARNING IN THE NATIONAL SOUTH OIL COMPANY (CASE STUDY: OIL WELFARE SERVICES COMPANIES)**

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**Abstract.** Nowadays, knowledge management and organizational learning are important issue of human resource management. This study examines the relationship between knowledge management and organizational learning in the Oil Welfare Services Companies. This study is applied and descriptive correlational in terms of data collection. The samples consisted of 400 employees of Oil Welfare Services Companies among them, 196 people using Morgan table as the sample was selected using random sampling. Data were collected using a questionnaire and analyzed using descriptive statistics. The results show that there is a significant relationship between knowledge management and organizational learning.

**Keywords:** knowledge management, organizational learning, knowledge acquisition, knowledge creation, knowledge storage, knowledge sharing

## 1. INTRODUCTION

A more extensive range of knowledge mobilization towards knowledge-based societies of the categories the discussion occurs everywhere. Among the significant developments in the field of management is the emergence of phenomena such as knowledge management, organizational learning and empowerment of employees (Hashemi, 2013). Changes in the external environment and within organizations so fast, multi-faceted, complex and inclusive organization without forecasting, planning and formulation of appropriate strategies survive grow growth, and development. Knowledge is rapidly becoming the most important sustainable competitive advantage for the organization. Resource-based approach to knowledge-based approach has become and now the most important variable all-round growth of organizations and enterprises, knowledge (Yaghoobi et al., 2011). Nonak & Takeuchi (1995) consider knowledge management process through which organization to create its own wealth of knowledge and intellectual capital. Malhotra (1997), it considers the process by which organizations in the field of learning (internal knowledge) coding knowledge (out of) and distribute knowledge is acquired skills. Knowledge management, organizational learning plays a vital role in support for effective sharing of collective knowledge facilitates the organization. Knowledge management is the process of systematically coherent that the right combination of information technology and human interaction to take place, to the organization's information assets to identify, manage, and share it. These assets include databases, documents, policies and procedures are. In addition, the explicit knowledge and tacit knowledge of employees to be included and a wide variety of methods for the capture, storage and sharing of knowledge within an organization uses (Babaei, 2004). Baht (2001) believes that knowledge management is a multidisciplinary business model, with all aspects of organizational knowledge, including knowledge creation, encryption, sharing learning and creativity enhancement and how its influence is concerned. Garvin (1985) knowledge into two types of explicit and tacit knowledge (tacit) is divided.

In recent years much attention to organizational learning and many researchers have studied and analyzed from different angles. Templeton et al (2002), organizational learning and organizational measures such as a set of knowledge, information distribution, conscious and unconscious memory for data interpretation know that the positive

development will affect the organization, are defined. As creativity, innovation and flexibility in meeting customers' needs is one of the challenges for the company, today, learning has become a strategic challenge (Sharifzadeh and Bodlaee, 2008). Wall et al (2009) believe that organizational learning is a dynamic process that enables organizations to quickly adapt to change. This process involves the production of new knowledge, skills and behavior (Khan Alizadeh et al., 2010). Fiol & Lyles (1985), believe that organizational learning the process of improving actions through better knowledge and understanding. Therefore, it seems important factor in the ability to represent employees. Smith (2007), organizational learning ability of the company to maintain and improve performance based on past experiences define the ability to acquire and exploit the potential of tacit knowledge and explicit knowledge sharing and using knowledge within the organization as well. Theoretical and opinions of experts show that the application of knowledge management is an undeniable necessity. Factors such as globalization, downsizing of government, citizen-centric and citizen participation requires special attention to knowledge management need to be made. Organizations must be able to effectively manage their knowledge assets (Abtahi and Salevati, 2006). Knowledge management makes organizational capabilities and provides educational facilities and causes the organization capabilities (Bagherinejad and Ghahari, 2007). The important factor of survival is the survival of organizations human resources and organizational learning. In other words, the importance of human resources is far from new technology, more financial and material resources. The main difference between knowledge and ignorance, the organizations should be seen as assets and not the poor. The role of human resources in an efficient, competent and knowledgeable in organizational goals, it is undeniable. Human resources as the most important, most expensive and the most valuable asset an organization can be considered. Capable human resources create empower organization. The environment employees of different groups carry out their activities together (Ghorbanizadeh and Khaleghinia, 2009). Human resources as the capital of a country and the main factor are the growth and development of different societies. With an intelligent look at the state of human resources in different organizations can be very significant reduction in quality of life due to lack of knowledge, expertise, skills and inability to be realized.

Hashemi and Khajepour (2015), believe that organizational learning approaches such as contingency management system and is considered and the organization as an open system considers the idea alive. In many organizations, some organizational learning situations are created on a regular basis and improvement activities and the development of human resources, strategic planning and deployment activities and mastering new technologies in the organization in place. National South Oil Company, including organizations with large number of employees with experience and knowledge of working to sow that most of the people due to reach retirement age over the next few years leave the organization. Leaving these individuals would deprive the company of knowledge, expertise, experience and skills and gain valuable is that employees have accumulated over the years. Some of this knowledge to the working conditions of employees have transferred to other but much of this knowledge remains in their minds with the knowledge of the foreign organization is leaving the organization. The capture, sharing and use of knowledge before they retire, one of the main problems the government will be risks (Noroozian, 2005). Kally et al. (2007) argue that tacit knowledge and lay people, the organization is not saved and remains only with personnel, considering that staff knowledge may leave the organization and remove key asset mentioned with the way management becomes very important. In addition, staff knowledge, in comparison with other employees has different expectations of their employers (Mirbagheri et al., 2010). Scholars believe that every person should experience this once in the era of knowledge-based and your data private property knows as goodwill and capital on their professional work (Ellahi and Ahmad, 2000). The documentation of human learning methods and techniques, ways to make the experience personal and social transformation during the period of accumulation of individual knowledge workers to maintain their collective knowledge for the benefit, because in many cases keeping systematic records valuable expertise and diverting it to the advantage of such large-scale economic and industry can reduce the time, avoid thinking about the past and sometimes destructive tests, prevent the cost of hardware and software to achieve to have an experience or event (Mirsaedi, 1998).

Since learning and knowledge are two main elements and interconnected in the development of the organization, so in the past few decades much research has been done in the field of knowledge management and learning as well as many

empirical studies on the design of effective learning systems and knowledge in different environments is taken (Ghorbanzadeh, 2008).

In view of the fact that the creation of documentation and the transfer of experience in organizational learning is one of the most important factors need to experience, knowledge (including tacit knowledge) people to use appropriate methods to provide greater employee empowerment. Accordingly, it is essential that the field of knowledge management and its relation to learning and practical research should be done.

## **2. RESERACH BACKGROUND**

Jashpara (2008), in a study conducted on knowledge management in organizations results showed that for the implementation of knowledge management, organizational culture is very strong assumptions that are closely related to knowledge management. Organizations to successfully implement knowledge management require a strong corporate culture, to the mentality of employees to increasing knowledge and learn more performance. Horich (2005), in a study came to the conclusion that the success of knowledge management systems knowledge management system manages variables (quality system, quality of knowledge, service quality, user satisfaction tends to use) was the success of knowledge management systems can be measured. The results showed that this model, potential applications of knowledge management systems in the future.

Abzari and Kermani Al-quraishi (2005), in a study entitled Feasibility Study of Knowledge Management in the Steel Industry (Case Study: Isfahan Steel Company), it concluded the variables of data collection, data storage, knowledge management, knowledge sharing, constant refinement of existing knowledge and use of knowledge, knowledge management are underlying factors, so all areas of knowledge management in the company are below average.

Fathian Ehsani (2006), in a study entitled A Framework for KM in research and development organizations in the country have achieved results for use of knowledge management in organizations, especially organizations of all factors influencing the success of research and development should be considered in the context of knowledge management and preparing an implementation proposal for the realization of knowledge management in research and development organizations is essential. As well as human resources and organizational culture, management, technology, knowledge, process

knowledge and knowledge repositories of knowledge management in organizations is research and development.

Parsa (2008), in a study entitled The importance of records management experience and knowledge in national projects to the conclusion that registration of experiences and formulation of projects, implementing them is relatively higher and the organizational knowledge, especially knowledge management experiences to solve problems inherent in future projects of special importance.

Ormazdi and Tabarsa (2008), in a study entitled "Determination and assessment of the underlying factors for the implementation of knowledge management (Case study: National Iranian Oil Products Distribution- Tehran region) it concluded the information technology systems, processes, knowledge and information technology at the company studied is in good condition and provide the necessary conditions for the implementation of knowledge management in the company have the areas of decision-making and a sense of belonging and participation in the organization of cultural elements are favorable conditions for the implementation of knowledge management in the company not possess.

Haghnazar (2009), in his study, define and measure the underlying factors affecting the implementation of knowledge management at the company's headquarters national units to the conclusion that the organizational structure, organizational culture, processes and knowledge bases of information technology infrastructure knowledge management. The organizational structure, organizational culture and knowledge to implement knowledge management processes were not ideal, but for Implementing Knowledge Management in Information Technology were moderate.

Ebrahimi and Vahidi (2009), in a study of knowledge management and knowledge sharing in the Petrochemical Research and Technology, "the scientists concluded that perception is the learning environment, competence development and use of tools and technology knowledge sharing behavior has a significant relationship.

Miresmaeili (2007) in a research compare knowledge management and organizational learning in schools and smart schools in Tehran. The findings show that organizational learning and knowledge management in smart schools above average and below average were in regular schools.

Rahneemood and sadr (2009), the relationship perceived culture of sharing knowledge with organizational factors on public sector employees was examined. The results showed that

organizational factors (management commitment to knowledge sharing, knowledge sharing appropriate technology, space and social interaction, trust, reward structure, differences in location and size of the organization) by understanding the culture of knowledge sharing relationship, but the relationship is weak.

### 3. RESERACH METHODOLOGY

The method used in this study was descriptive - survey. Descriptive and our objective is applied. The study population included all employees of Oil Welfare Services Companies, including 400 in the five management utilities, four office working, Morgan table was used to determine sample comprises 196 subjects were selected. The data from two questionnaires Moghimi (2011) and organizational learning Nife (2001) were obtained. Validity of the questionnaire was confirmed by examining the expert opinion and reliability using Cronbach's alpha of 0.89 was approved. Indicators of descriptive and inferential statistics were used for the analysis of research data.

### 4. RESEARCH FINDINGS

The main hypothesis of the research: there is relationship between knowledge management and organizational learning in Oil Welfare Services Companies.

*Table 1. Pearson correlation coefficient between knowledge management and organizational learning*

independent variable	dependent variable	Correlation coefficient	significance level	Coefficient of determination
knowledge management	organizational learning	0.866	0.000	75%

The results showed that according to the Pearson coefficient (0.866) for two variables of knowledge management and organizational learning and achieved significance level (0.000), 99% there is a significant relationship between them, so the hypothesis is confirmed.

Second hypothesis: there is relationship between dimensions of knowledge management and organizational learning in Oil Welfare Services Companies.

*Table 2. Pearson correlation coefficient between different aspects of knowledge management and organizational learning*

Each of the dimensions of knowledge management	dependent variable	correlation coefficient	Significance level
earn knowledge	organizational learning	0.575	0.000
creating knowledge		0.654	0.000
Storing knowledge	organizational learning	0.497	0.000
Distribution and sharing of knowledge		0.649	0.000
Organizational Culture	organizational learning	0.655	0.000
Allocate bonuses for employees		0.764	0.000
Senior management support	organizational learning	0.724	0.000
use of information technology tools		0.503	0.000

The results showed that the correlation coefficients between variables due to the acquisition of knowledge and organizational learning (0.575), creation of knowledge and organizational learning (0.645), storing knowledge and organizational learning (0.497), distribution and sharing and organizational learning (0.694), organizational culture and organizational learning (0.655), allocate bonuses for staff and organizational learning (0.764), senior management support and organizational learning (0.724) and variable use of information technology tools and organizational learning (0.503) and the level of significance achieved on any of these variables equal to (0.000), we can say with 99% confidence between them and changing organizational learning, there is a significant relationship, and hypotheses is confirmed.

## 5. CONCLUSION

The results showed a significant positive relationship between the variables of knowledge management and organizational learning, and this was confirmed in all aspects of knowledge management. The purpose of knowledge management to better use of human resources, greater access to the knowledge of another person, other people connect people to information and knowledge, the development of architectural

knowledge, forgot making a lot of information available on the practical knowledge and making it easier to transfer knowledge across the organization. Government agencies require that the initiative, keep knowledge, because otherwise provide services to the public sector will be in trouble. So knowledge of senior staff and then transfer it to other employees as well as updating learned over time is crucial. Increasing citizens' knowledge, the government will have to make at the helm of knowledge created and to be updated. Knowledge management indicates that the most valuable resource of any organization, knowledge of its employees. The focus due to the increasing acceleration of changes in the organization and in society in general carried out. In addition, the organization, the main symptoms of the development of science and technology, business areas lost its traditional form and in the new forms will appear. The business environment and competitive environment full of challenges and become the new paradigm is required. New paradigms in business are the greatest competitive advantage, ability to learn. Accordingly, organizations are more successful, sooner, faster and better than competitors learn.

## SUGGESTIONS

According to the results of the study suggest that more attention to participatory leadership and participation of employees in decisions made and prospects, strategies, policies and strategies for employees of oil companies, utilities announced and a mechanism to use the tacit knowledge of experienced staff and using them to train the staff. It should also be criticized for organizational learning atmosphere prevailing in the organization and objectives of employees and managers with organizational goals aligned to the appropriate style. Giving a sense of independence and self-determination means that their employees to be allowed in the light of their ability to fulfill their obligations to carry out the necessary activities for staff will be a great help. Today, the complexity of the factors and indicators of effective development organizations, so that experts in setting is a pattern for the development of a knowledge-based organizations are unable. This can be achieved by combining the concepts of information management and knowledge management infrastructure of the expansive and unique concept called sustainable development achieved. Meanwhile, the impact and role of educational indicators in sustainable development is crucial. That's why when I speak of the development of

intelligence comes in a wide range of complex processes will be knowledge in mind. According to information management and dealing with it in terms of technological development could pave the way for a lot of obstacles and difficulties in the operationalization of strategic organizational strategic objectives. But to ignore the basic principles that underlie the movement toward learning organizations is knowledge management; requires a change in attitude and organizational infrastructure.

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