Examining the level of readiness of Tehran municipality to implement knowledge management

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Abstract

Background and purpose: Nowadays, knowledge management is considered one of the main components of the success of organizations. This research aims to investigate the readiness level of Tehran municipality to implement knowledge management in that organization. **Methodology:** The current research is applied in terms of purpose and survey-analytical in terms of method. The current research has measured the readiness of the organization based on seven components of leadership, knowledge management, process, people, technology, knowledge processes, learning and innovation, and the consequences of knowledge management. In order to achieve the research goals, in addition to theoretical studies and literature review, data were collected through the existing knowledge management checklist of the Asian Productivity Organization. Forty-four experts working in Tehran city municipality completed this checklist, and each question was answered. Data analysis was done through descriptive statistics. **Results:** The results showed that the readiness of Tehran municipality to implement knowledge management is at the development level and that the group has completed regular plans to implement knowledge management in the organization. **Conclusion:** The results indicated that the organization's status is developing, and activities for implementing knowledge management have been carried out in the organization, and there are areas for the advancement of knowledge management in the organization. The state of development means that knowledge management has been comprehensively implemented in the organization, but it has yet to reach maturity. Tehran municipality has invested a lot in the technology sector and has a favorable situation in this field. However, because the implementation of knowledge management in the organization is developing, it is natural that the results of organizational knowledge management are not at a suitable level, and knowledge management still needs to be implemented at a general level. Finally, it cannot be said that it has had results for the organization.

Introduction

Nowadays, knowledge management is one of the main components of the success of organizations. Since knowledge management improves performance and increases the organization's cost-effectiveness, all organizations try to strengthen knowledge management in their organization (Hemati, 2010). Therefore, these developments have made the existence of a knowledge management evaluation system in the organization inevitable; in such a way that the lack of evaluation system in different dimensions of the organization, including the evaluation in the use of resources and facilities, employees, goals, and strategies, is considered as one of the symptoms of the organization's diseases. Every organization must be evaluated and its strengths and weaknesses identified to determine the usefulness of its activities in any field so that it can strengthen its strengths and also improve its weaknesses. (Hassanzadeh, 2009) The absence of an evaluation and control system in an organization means a lack of communication between the organization and its external environment. As it is known, when an organization is not in contact with its surrounding environment, it will disappear after a while. Therefore, studies show that the absence of a feedback and evaluation system makes it impossible to carry out organizational reforms to develop and improve the organization's performance, known as organizational death (Adeli, 2005). In this research, an attempt has been made to measure the level of readiness of Tehran municipality in the area of implementing knowledge management. The implementation of knowledge management in any organization strengthens the organization. Also, it lowers its costs, and naturally, in an organization where knowledge management is implemented, information flows better, and when the primary or middle managers of the organization change, organizational knowledge is available to the new managers. This reduces the costs of the organization and improves its performance. Therefore, this research also seeks to know the progress of Tehran municipality in implementing knowledge management to guide similar organizations in the field of performance improvement, and finally to provide solutions to improve the organization's performance.

Ghahremani, Hashampour, and Atapour (2011) studied the status of knowledge management infrastructures in Tabriz University from the perspective of faculty members in an article entitled "Study of the status of knowledge management infrastructures in Tabriz University from the perspective of faculty members". They concluded that the research community's familiarity with knowledge management could be higher. Among the investigated infrastructural factors, four factors of organizational culture, organizational structure, processes, and financial resources are in poor condition, and two factors of human power and technology are suitable.

In a research entitled the infrastructural role and process of knowledge management in the path of making the textile industry agile in the country, Hatami Nasab and Zanjechi (2011)

tested a form of knowledge management and agility management. They stated that organizational agility is achieved when knowledge management, in all respects, is in balance. The textile companies of Yazd city were selected as study subjects, and the status of agility and knowledge management was evaluated in them (with the help of a questionnaire).

Khatamianfar and Parirukh (2007), in an article titled "Investigation of the status and platforms of knowledge sharing in the organization of Astan Quds Razavi Libraries under the model of Nonaka and Takeuchi," studied and investigated the status and platforms of knowledge sharing in the organization of Astan Quds Razavi Libraries. They showed that in the rate of use of knowledge management mechanisms by librarians, the rate of use in the two stages of socialization and combination was higher than the rate of use of existing mechanisms in the externalization phase.

Abbasi (2007), in his article titled "Review of Knowledge Management Implementation Models in Organizations," presented knowledge management implementation models and examined each one.

According to the surveys, comprehensive research has yet to be conducted on the level of readiness of Tehran Municipality for implementing knowledge management. However, the current research looks at the state of readiness of Tehran Municipality for implementing knowledge management. Therefore, the current research seeks to answer the question, what is the status of the implementation of knowledge management in Tehran Municipality?

Methodology

The present research is applied in terms of its purpose. In terms of method, it is a type of survey analytical research. In this regard, the data has been collected using the direct observation method and utilizing the existing knowledge management checklist of the Asian Productivity Organization. This checklist comprises seven components: leadership, knowledge management, process, people, technology, knowledge processes, learning and innovation, and knowledge management results. Forty-four experts working in Tehran Municipality completed the checklist, and each question was answered. Information was obtained using the library research method, including the study of documents and guide options for introducing the organization and knowledge management. Data analysis was performed using descriptive statistics; In this way, based on the criteria presented in 7 components (leadership, knowledge management, process, people, technology, knowledge processes, learning and innovation, and knowledge management results), a score was given based on the desirability of the performance. The research population was all 22 districts of Tehran city. The data was collected using descriptive and inferential statistics. The scoring method was used to answer the research question, and each question was given a score from 1 to 5 (Table 1).

Table 1: Score of research questions

Score	١	٢	٣	٤	٥
Option	It is not done at all or very poorly	It is not done at all or very poorly	It is not done at all or very poorly	It is not done at all or very poorly	It is not done at all or very poorly

The number of questions in the checklist was equal to 42, so the total score is equal to 210. According to Table 2, the status of knowledge management implementation in the organization was measured.

Table 2: Knowledge management implementation status

| Description	Maturity level	Score
Knowledge management is dominant in the organization.	puberty	١٨٩-٢١٠
The implementation of knowledge management in the organization is continuously evaluated and improved.	Refinement (control)	١٤٧-١٨٨
Comprehensive implementation of knowledge management in the organization	Development	١٢٦-١٤٦
Begin to understand the need for knowledge management in the organization	the beginning	٨٤-١٢٥
Ignorance about what knowledge management is, and its importance in improving productivity and competitiveness.	reaction (passivity)	٢٤-٨٣

Results

The present research aimed to investigate the implementation status of knowledge management in Tehran Municipality. To detect this, first, the scores of each organizational unit were measured (Table 3). Then, the total points of the organization were evaluated according to Table 1.

Table 3: Implementation status of knowledge management in Tehran municipality

Criterion Group Number	Column Number 1		Column Number 2	Column Number 3
	Criterion Group Name	Score obtained by the organization	Maximum score possible	The percentage earned by the organization
١	Knowledge management leadership (questions 1-6)	٢٢	٣٠	٠.٧٣
٢	Process (Questions 7-12)	١٨	٣٠	٠.٦٠
٣	People (Questions 13-18)	٢٠	٣٠	٠.٦٦
٤	Technology (questions 19-24)	٢٨	٣٠	٠.٩٣
٥	Knowledge processes (questions 25-30)	١٨	٣٠	٠.٦٠
٦	Learning and innovation (questions 31-36)	١٨	٣٠	٠.٦٠

٧	The consequences of knowledge management (questions 37-42)	١٦	٣٠	٠,٥٣
	Total score	١٤٠	٢١٠	٠,٦٦
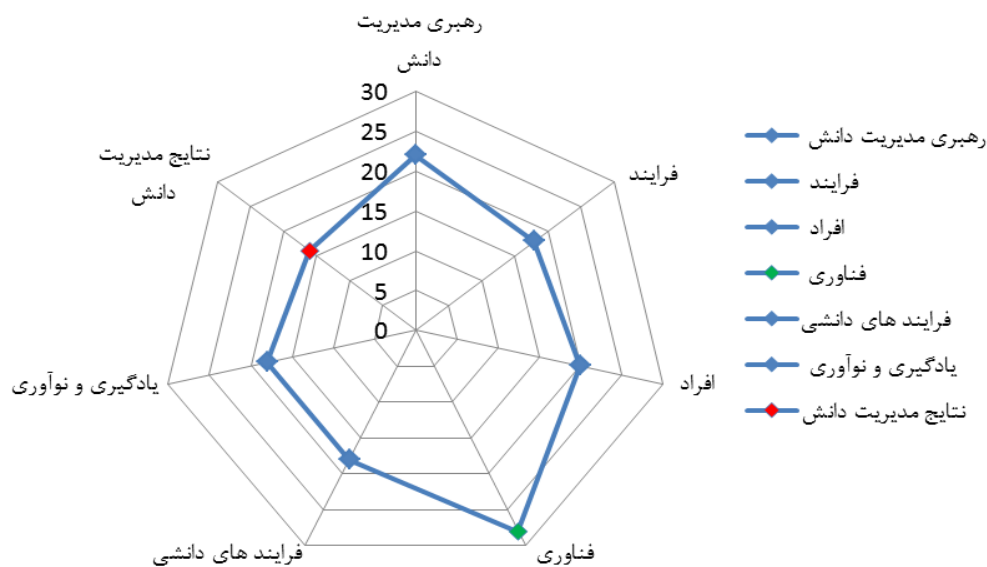
Figure 1: Status diagram of knowledge management implementation in Tehran Municipality
The total score of Tehran Municipality was equal to 140 (about 66% of the favorable score). According to Table 2, the state of the organization was evaluated as "developing."

Discussion and Conclusion

In the era of a knowledge-based economy, knowledge is recognized as a vital resource for gaining a competitive advantage. In order for organizations to be able to compete, the management of knowledge assets is necessary. Despite this, knowledge can improve and promote organizations' performance when it is shared at the organizational level. Therefore, knowledge sharing is known as a key element in the knowledge management process.

The research question was to measure Tehran municipality's situation in the knowledge management implementation component. The results indicated that the organization's status is developing, and activities for implementing knowledge management have been carried out. There are grounds for the advancement of knowledge management in the organization. As mentioned in the table, the state of development, i.e., knowledge management, has been comprehensively implemented in the organization, but it has yet to reach maturity. Tehran municipality has invested a lot in the technology sector and has a favorable situation in this field. However, because the implementation of knowledge

management in the organization is developing, it is natural that the results of organizational knowledge management are not at a suitable level, and knowledge management has not yet been implemented at a general level. It cannot be said that it has had results for the organization.

Also, in the end, some solutions are provided for this organization and other similar organizations:

- Providing a suitable environment for the development of the workgroup and the cultivation of the talents of the employees
- Rewarding innovative actions and ideas
- Valuing the talents and capabilities of employees
- Seeking participation from academic staff in decision-making
- Giving independence of action in performing assigned tasks
- Creating opportunities for their advancement
- Timely appreciation and thanks for the successes achieved by them
- Providing the context for the implementation of the proposal system
- Encouraging or requiring reporting documentation and providing documentation
- Designing and considering solutions (manual or electronic forms) for writing experience and work tips

Ethics

This research observed ethical standards, including obtaining informed consent and ensuring privacy and confidentiality. Also, while completing the questionnaires while emphasizing completing all the questions, the participants were free to withdraw from the research at any time and provide individual information. They were assured that the information would remain confidential, which was strictly adhered to.

Acknowledgement

Conflict of Interest

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