

## **Effectiveness of knowledge management to improve individual (independent) entrepreneurs and entrepreneurial group**

**Ehsan Shamlou Mahmoudi**

M.Sc. in HRM, Director of Planning and Urban Development Department of Social and Cultural Council area

### **Abstract**

In view of the importance of entrepreneurship and strategic management in relation to the activities carried out In order to upgrade and improve how best this issue by entrepreneurs and decision-makers, Including proposals to create a new space management, entrepreneurship , Find ways to help them be most welcome and satisfaction of entrepreneurs and users of the institution to obtain the necessary One of the issues faced today with a special focus on the decision management knowledge management and entrepreneurship. The study aimed to identify the effectiveness of knowledge management to improve individual and group entrepreneurial began. Methods This study is a description of the type of effect. Questionnaire in order to identify the relationship between the right tools to achieve this goal. The population of this research entrepreneurs working in the area of a municipality make up the city of Tehran. Cochran formula with the help of 158 of them were selected for the sample group. Also, due to the importance of the position of the effectiveness of management knowledge among entrepreneurs with regard to educational level and gender were studied as a control variable. Questionnaire that was approved by experts and professors of management sciences, as an appropriate tool to evaluate the variables studied were applied. Validity and reliability test, factor analysis and reliability testing of all components using Cronbach's alpha was calculated and verified. The results , using computer packages spss as follows : The results of these tests showed samples of test 6 is saturated. The use of technology issues, implementation issues of leadership, using the concept of corporate culture, employing the concept of human resources, implementation mechanisms and process issues , deployment issues of organizational structure . In relation to the variables of the study, after statistical calculations and statistics Manova99 % confidence level a significant impact on improving the entrepreneurial 6 individual and group knowledge management component was approved.

**Keywords:** knowledge management- individual entrepreneurship, entrepreneurial group

## **1. Introduction**

Entrepreneurship is not easily defined, except in the definition of the concepts and examples of content that turn such a definition is inconsistent with the definition of a reasonable comprehensive. Entrepreneurship from the beginning of the rise of civilization in various areas of human life and on the development and progress of the human race. However, in connection with the new economy can be a great people's entrepreneurship initiatives that respond to economic opportunities and the creation of self-worth, social and economic system are changing. Schumpeter in this regard is that the initiators of the word entrepreneur in connection with the so-called "creative destruction" to describe and explain the process of capitalist development has used. The approach is based on the experiences of the past to new business entrepreneurs Mbadrat to avoid the risk of ambiguities accept, and the creative destruction of the status quo and do. Online entrepreneurs are trying to change, the change is not only a threat but also an opportunity for them to be considered. However, the psychological characteristics of entrepreneurs have been introduced in order to create the policy framework is appropriate. The most important of these features are: risk-taking, creativity, goal orientation, self-esteem and self-confidence, result-oriented, opportunity-seeking, Futurism and prudence, flexibility, perseverance and idealism. Entrepreneurship types include independent entrepreneurship, corporate entrepreneurship, corporate entrepreneurship, international entrepreneurship and social entrepreneurship (Alaeddin, 2010).

Including measures facilitator in developing entrepreneurship and increase the success of entrepreneurs in relation to short and long term goals involve the management of knowledge on this topic And the application of knowledge management strategies and topics in the field of entrepreneurship. After the transition from the traditional industrial labor, land and capital investments they would see that it is a valuable source of information revolution, the creation of income and wealth of knowledge. In today's knowledge-based economy of knowledge as key resource that should be managed as a cash flow of human resources and raw materials In such circumstances, the only organization that can have a successful operation that can take advantage of knowledge as a competitive advantage. Knowledge management is a vital function in modern organizations considered And the life of these organizations depends on the effectiveness of this task is vital, Hence the knowledge management has become one of the main tasks of organizations that are trying to become learning organizations. In our country, with an emphasis on building the knowledge society and priorities towards knowledge-based economy that created a major problem Understand how to use knowledge as a source of competitive advantage. In the meantime, many organizations have focused their efforts on the issue of how to manage knowledge in organizations (Jafari, 2007).

Knowledge management is one of the emerging issues in the management of the highly acclaimed and noted scholars and experts of the organization and management located And the most important pillars of knowledge management is implemented and its effectiveness, understanding of knowledge management as an organizational spirit governing the actions necessary to implement it. Knowledge management approach that can be implemented by the management of the organization with little flexibility. And competitiveness in the future become a leader in new products and services, conquer new markets and creating new markets and bring the knowledge of losing capital.

## **2. Importance and urgency of the problem**

---

In today's world of knowledge as a strategic resource for organizations manifests itself. According to the belief, "Nonaka" (1995) in today's knowledge-based economy, where only the stability of the modules, One of the main sources of competitive advantage is knowledge "Davenport" (2000) states that the company has other products and initiatives already in the past can not be raised for the benefit of their content They are distinguished by their knowledge.

"Asetalr and Narver" (2005) argue that the organization's ability to react quickly and effectively to changes in the environment depends on a deep understanding of the environment and the free flow of information Knowledge needs to relieve them, hence determining factor of power and wealth in this era of knowledge societies Knowledge management is the most important task of communities and organizations within it has become. New ways of thinking about knowledge management and sharing of intellectual resources and innovative organization. Knowledge management process that is systematic coordination of activities of acquiring, creating, storing, sharing, publishing, development and application of knowledge by individuals and groups in the organization that deals with organizational goals. (Rasetgy 2009).

One of the important topics in the field of entrepreneurship and new words that have the same meaning for the humanities is not considered. Even as scientists and experts have offered numerous definitions of entrepreneurship. Entrepreneurs are people who understand the opportunities and these people are able to see and evaluate business opportunities are better than others, And then with new ideas and identify new opportunities, and gain resources to build their business. The main objective of entrepreneurs profitability, development and growth. The main characteristic of an entrepreneur is to innovate (Abdolkarimi, 2009).

Entrepreneurship is the main cause of socio-economic development of advanced and developing countries Yet people in the business entrepreneurs face specific obstacles that they must overcome gradually. Entrepreneurship as a way to self-actualization and development can create a sense of confidence in the progress of society and the elimination of poverty to some extent the community (Falah, 2010).

Knowledge management is one of the most important tasks that can be found in the increasing performance and success of organizations, especially organizations and private businesses help. In this study we want to identify the strong and weak points of the organizational structure of the group and individual entrepreneurs And identify opportunities and threats in the way these organizations to provide strategic model of effective knowledge management with respect to the above address Evaluate the effectiveness of knowledge management in entrepreneurs is vital because it can increase productivity, and planning successful in creating an environment of intense and useful help.

### **3. Research Objectives**

The study examines the importance of knowledge management and its various indicators, , And review the application of knowledge management systems, the improvement of individual and collective entrepreneurship The use of modern science and to update knowledge and past experiences in and out of class and consequently shorten the time to do things And improve decision-making, reduce the additional costs arising from ignorance and strength and ability to do the job better and faster it is to entrepreneurs.

The primary aim of the present study "to determine the effectiveness of knowledge management to improve individual and collective entrepreneurial approach". With respect to this question that is expressed in this research.

1. The concept of using technology (IT) to improve the performance of independent entrepreneurial groups, how much impact?
2. The application of the concept of leadership to improve the performance of independent entrepreneurial groups, how much impact?
3. The application of the concept of corporate culture to improve the performance of independent entrepreneurial groups, how much impact?
4. The application of the concept of human to improve the performance of independent entrepreneurial groups, how much impact?
5. The issue of the use of mechanisms and processes to improve the performance of independent entrepreneurial groups, how much impact?
6. using the categories of organizational structure to improve the performance of independent entrepreneurial groups, how much impact?

#### **4. Background Theory**

Jay Tan (2013) believes that countries increasingly based on your knowledge apart from that-be. Becomes "How don't know organization work" to "how the new organization Know do better and faster" to draw a clear picture of the next decade dynamic organizations stems.

According to Davenport (2013) knowledge, combining fluidity of experiences, values, attitudes, information and expertise is systematic framework for evaluating and using the experiences and new information stems. Organizational knowledge in documents and knowledge resources, and in ways of work, organizational processes, practices and norms consistent Tremblay (Davenport, 2013).

Kelnys (2012) of knowledge regarding the availability of classification: symbolic knowledge (explicit) knowledge embodied (tacit) knowledge of the brain (implicit and explicit), and cultural knowledge (implicit).

Brooknek (2013) of the four types: ideal knowledge, knowledge of systematic, practical knowledge, self-knowledge.

Amanati (2002) of classification stems into four types: knowledge of human resources in the brain that are members of the organization. Mechanized knowledge that carry specific tasks integrated machine. Documented knowledge in the form of archives, books, documents, ledger, instructions and charts, and save the screw. Knowledge automatic that stored electrical by programs that support specific tasks is available.

Takar (2012) knowledge to know the three types: explicit knowledge, tacit knowledge and cultural knowledge, including assumptions and beliefs in order to understand and to explain the facts raised to work.

knowledge management models offered by Boisit (Boisitmethod) including models that relationships between data, information and knowledge it has outlined. The model is composed of three parts. Data as a raw material or input the play model. In this model, data models that we're out of the data on their situation and finally we know, has a mental model in the model. Bvyst believes that our mental models to the data and determine how we react and also because each of us have different knowledge So we can conclude that we will have a different mental models. Our mental models determine how we behave and how to decide and to act as filters that will identify us based on information and data available. (Toumi&Pery, 2001).

Ren Johnson, 2009 as a model for using knowledge management in the organization has to offer. This model, the application of knowledge management with a view to taking into account two factors The complexity and amount of interaction required to do practical work knows it. Teleeous model has raised seven dimensions of knowledge management. This model acknowledges that organizations define knowledge as the key to success in the competition. These include: Successful consolidation and management culture, knowledge, support, managing director of knowledge management ability and development of knowledge-based product or service, success in maximizing the value of intellectual Institute, the effectiveness of knowledge sharing environment, success to create a culture of continuous learning, knowledge management ability to create value for shareholders (Chase, 2010).

#### 4.1 Factors contributing to the effectiveness of knowledge management

Aspects of knowledge management in different periods show on the subject, there is a unique outlook. Some view the technical and technological factors, human factors and others Cultural and third class combination of these factors in the success of knowledge management, have. Lazmy and Zaire, including researchers who have done a lot of research in this field. They have a variety of key success factors of knowledge management from the perspective of various experts, have identified.

Management Components	Author
Processes of knowledge: Created to organize the transfer of knowledge into use and maintenance	Wig (1996)
Technology creation, knowledge distribution, knowledge repositories, electronic, knowledge, education, culture and leadership, trust	Davenport & Prusk (1998)
The availability of knowledge, true, effective, usable	Morey (1998)
Creating the right culture, distribution of information and knowledge, create knowledge	Finneran
Knowledge management strategy to support top management, creating a culture of knowledge management support, encourage employment Rknan to distribute knowledge (technology), tools and system knowledge (knowledge repositories) elements of institutional memory	Liobowitz (1999)
Knowledge communities, creating appropriate conditions to monitor the content of knowledge, infrastructure and technology support, improve processes, create and distribute knowledge	Mansaco (1999)
Training, employee involvement in knowledge management processes, teamwork, empowering employees, senior management support, organizational force, marking five, knowledge construction	Bassi (2000)

A binding perspective, strong links with business processes, leadership, knowledge, knowledge creation and distribution of culture, learning, smart, technological infrastructure, systematic processes	Skyme&Amidon(2001)
Suitable culture, technology support, integration processes, knowledge management, knowledge management functions combined with everyday tasks	Heising (2001)
Knowledge structure, organization, knowledge, open communication, distribution of information, up to date knowledge, management support	Steele (2001)

Components of knowledge management experts look at different sources: (Alazmi7zairi, 2003: 199)

All the factors we discuss the effectiveness of knowledge management:

Effectiveness is the degree of achievement of the objectives set and that the extent of the efforts, the expected results have been achieved (Kazemi and Abtahi, 2010).

Al Daft (2011) in their definition of effectiveness, it states that the amount of goals. Measuring the effectiveness of knowledge management for the contribution to the successful implementation and deployment of knowledge management, is critical (Jenks and Oulfam, 2009).

Jenks et al. (2010) believe that three criteria to measure the effectiveness of knowledge management, there are criteria, process, objective approach, a combination approach.

Zheng (2008), taking advantage of views of Murray (2011), which considers knowledge management as a process and a process approach to effectively implement knowledge management processes considered synonymous with the effectiveness of knowledge management, To measure the effectiveness of knowledge management, the assessment of the effectiveness of the three processes of production, sharing and applying the knowledge. Gold and colleagues (2008) Knowledge management comprises four business process, conversion, utilization, protection of knowledge know. They take advantage of process-oriented approach, to measure the effectiveness of knowledge management, to assess the effectiveness of these processes.

Wood (2006) with the integration of research Sabhrval and Fernandez (2009) McKinney et al. (2011) and gonna and MacLaine (2004), believes that the quality of knowledge should be measured in terms of the following:

Availability. Relevance. Spent time. Suffice. Reliable and trustworthy

satisfaction of KM Wood (2006) argues for the satisfaction of knowledge management in an organization must satisfy the processes of knowledge creation, knowledge acquisition, knowledge transfer and application of knowledge be measured. The following criteria will be the satisfaction of knowledge management include: Satisfaction of the process of knowledge creation, Satisfaction of the business process knowledge, Satisfaction of the process of knowledge transfer, - Satisfaction of the process of applying knowledge.

The main obstacles in the way of knowledge management can be five main categories as human factors, organizational factors, cultural factors, political and technology factors divided.

## 4.2. Entrepreneurship

Entrepreneurship should be said about the origin of the word Entrepreneur (Entrepreneur), in French and translated literally goes back in the past, "medium" or "broker" is. The vast extent of the term in the context of time, slowly brought theoretical concepts of entrepreneurship and more broadly the term entrepreneurship in different periods will change. Since the beginning of the eighteenth century (1725) distinguished Irish economist Richard Cantillon one of the first theories on the subject of entrepreneurship raised. That's why some consider him the founder of the word entrepreneurship. Cantillon According to his observations, but the main risk is the process of entrepreneurship. David Mac KInd (1961) also agreeCantillon is, He claims that the risks typically active entrepreneur can accept. Peter Drucker, the father of modern management in 1964 was the definition of entrepreneurship. He knew the individual entrepreneur to maximize opportunities. Albert Shaprou (1975) and Carl Viseer (1980) as the initiator and organizer of the entrepreneur knew several economic and social mechanism. In 1983, Gifford Cut a step further and enter the pin within the field of entrepreneurship. He said the organization already established in entrepreneurial activity, entrepreneurship is internal. In 1985, Robert Hysrych entrepreneurship through the process of creating something of value that is different enough time and effort, together with financial risk, psychological, social and financial rewards and personal satisfaction in order to get the results of the work, occur. (Malakpour, 2011)

Peter Daker believes about entrepreneurship and small business entrepreneur who starts a new capital. Entrepreneurs to change values and the nature of it changed. He also venture and is looking to change. According to the concepts and techniques of applying entrepreneurial Daker management, product standardization, the use of tools and processes to design and build a work-based training and analysis work is done. (Ibid)

Administrative jobs: This type of entrepreneurship, development of products, processes and methods available to develop new, high priority and new investment as technical staff, faculty and administrators and operators is to manage and protect resources skilled workers should strive for new ideas. Culture of innovation gives value is far higher than the bureaucracy.

Entrepreneurial opportunities objective: The approach to the evaluation and development of innovative technology-based internal and external stresses. Top marks a realistic approach to entrepreneurship opportunities within the organization.

Acquired entrepreneurship in this case through the acquisition of entrepreneurial and technical capabilities of other companies and through cooperation, consultation or agreement made with them to achieve their technological achievements.

Foster entrepreneurship: This requires the creation of semi-autonomous units within existing companies to start thinking and strengthen the new company. Due to the high risk activities with regard to innovation in business, entrepreneurship semi-autonomous units within the organizational help.

Innovative entrepreneurship: In this approach, innovation is limited to simple imitation or make changes in packaging or design.

Individual entrepreneurs or independent: one of the most effective means of communication between science and market needs, creating new businesses and products and services through individual entrepreneurial activity. Although this method has problems such as lack of skills, unfamiliarity with the principles of marketing, lack of financial resources, offices and mobile advertising.

CE: CE in creating a new business but also within the organization itself and the already established entrepreneur works And the already established and operating by injecting creativity and innovation as a liaison or bridge the gap between science and market fills.

Social entrepreneurship: When responding to some of the needs of the investment community is facing social entrepreneurship scene using creative ways to attract money to provide these services. (Falah, 2010)

#### **4.3. Corporate entrepreneurship and the desire to**

The meaning and importance of the entrepreneurial organization, we are reminded that one of the important features of today's environment, it is that people are interested in things their own way. People who believe their talents, the more he folded to create something like that themselves. So accept voluntary responsibility And a great motivation to express personal views and have greater freedom in the organizational structure (Ismaealee, 2012).

Start any changes to the unconscious resistance to deployment. sing new ideas and views from staff, always associated with some risk And in particular the large and bureaucratic organizations to accept the risk of the administrators and shareholders, not an easy task. Because they focus more on short-term gains while using new ideas for short-term profits may reduceBut in the long run a good competitive advantage for the organization. However, to avoid employee dissatisfaction with the implementation of corporate entrepreneurship is the surest way. (Falah, 2010)

Corporate entrepreneurship means creating a space in organizations that support the idea entrepreneur employee So rather than leave her in the hands of the entrepreneur. In other words, a way to encourage entrepreneurship and take advantage of people working in the new ideasAnd think we can do things differently and better.

#### **5. Methods**

All entrepreneurs residing or working in the regionone is a municipality of Tehran in 2015, According to research done at the center, about 283 entrepreneurs are there, and of these, with the help of the formula for the sample group were 158 Cochran; The men and women is an entrepreneur. A questionnaire was distributed randomly among the subjects will be evaluated.

After data collection and studies, a questionnaire consisting of 30 statements made to measure variables Were prepared by the researcher to investigate the validity of the content or structure of the questionnaire on Petitions and the opinion of professors and experts in this field, and they were approved.

A set of 30 questions in six areas of knowledge management to improve the effectiveness of individual and collective entrepreneurship approach Including evaluation of technology components, measuring components of leadership, organizational culture components measure, measure the components of human resources, assess the mechanism and process components, measuring components of the organizational structure of deals, Each question has five options valuation based on the Likert strongly disagree, disagree, neutral, agree and strongly agree that the grading scale is 5 degrees. The minimum score of 30 and a maximum score is 150.

This study is cross correlation method And to determine the relationship between these components and knowledge management Manova statistics with regard to the calculation of dependent and independent variables will help. Since one of the objectives of this study is to standardize the test, To check the reliability of data used Cronbach's alpha coefficient formula



that shows the internal homogeneity And for the validity of the principal components analysis was used. To acquire elements that make up the test infrastructure Independent and clear liquids diagram plots and varimax rotation method was used The following criteria were considered for the named factors: a) strong selected questions. B) experts.

The sampling adequacy (KMO, Kysr- Mayr- Avlkyn) to investigate the correlation values, were measured Which equals 0.869 and is significantly higher than 0.7 and the adequacy of options for factor analysis shows.

Looking at the chart plots the number of extractive liquids in this study under six main operating component technology leadership component, component of organizational culture, human resource components, mechanisms and process components, component content is included in the organizational structure

he validity of the questionnaire with the help of statistics, Cronbach's alpha coefficient as follows: in the first (technology) 0.844 in factor 2 (LED) 0.884, factor 3 (corporate culture) 0.819, factor 4 (HR) 0.846, in the 5 (mechanisms and processes). 0.878 factor 6 (organizational structure) was 0.734. . These findings are validated questionnaire to assess and trust is necessary to analyze the results presented on the same basis.

After confirming the reliability and validity of a questionnaire to analyze the hypothesis of the study explains.

**Hypothesis 1:** the use of technology categories, leadership, organizational culture, human resources, mechanisms and processes, organizational structure, and the group is effective in improving the status of independent entrepreneurs.

significant level	F	mean square	df	square sum	, entrepreneurial individual (independent)
.029	2.070	22.811	2	45.623	Technology
.012	1.565	12.522	2	25.044	Leadership
.022	3.908	38.351	2	76.702	Organizational Culture
.099	.001	.004	2	.008	Human Resources
.050	.051	.449	2	.898	Mechanisms and processes
.013	1.239	9.604	2	19.209	Organizational structure
					(Entrepreneurial group)
.012	1.837	20.296	2	40.592	Technology
.005	2.384	18.916	2	37.831	Leadership
.050	.432	4.391	2	8.781	Organizational Culture
.017	.979	7.796	2	15.592	Human Resources
.011	1.567	13.565	2	27.129	Mechanisms and processes
.043	.048	.279	2	.558	Organizational structure

In relation to an entrepreneurial individual (independent) on the 0/99 reliability scores in the questionnaire on technology, leadership, organizational culture, mechanisms and processes and

---

organizational structure and human resources is significant in the sense that all components of the study of knowledge management is effective in improving individual entrepreneurship. In connection with the entrepreneurial group, in the 99/0 reliability scores in the questionnaire on technology, leadership, organizational culture, mechanisms and processes and organizational structure and human resources is significant in the sense that all the elements of knowledge management to improve the study of entrepreneurship the group is effective.

## 6. Conclusion

This study aimed to "improve the effectiveness of knowledge management approach to individual and collective entrepreneurship" and to create a standardized questionnaire to assess the phenomenon began. In the study group of 158 entrepreneurs, working in a municipality of Tehran who were selected by simple random sampling and questionnaires were administered on them.

The instrument was a questionnaire based on 30 items on Likert five options requisite strongly disagree, disagree, neutral, agree, strongly agree 5 degree grading scale has been set. With the help of professors and experts in terms of content validity was evaluated And the factors on the basis of content validity and the help of a theory Adger (2003) named and their reliability was measured by Cronbach's alpha According to calculations are all factors that have an acceptable level of reliability. 6 factors also obtained a total of 69.745% of the variance.

With regard to small-scale technologies, the level of assurance it was 0/99, the use of technology categories, leadership, organizational culture, human resources, organizational structure and management mechanism and process knowledge on entrepreneurship and individual and group work.

E. (2009), and welcomed the use of barriers to entrepreneurs from knowledge management studies and the results of this study show that obstacles, including obstacles in science (knowledge management), organizational (financial, marketing) and cultural (negative social reaction) and legal (labor law) are.

Park (2007), in an exploratory study in the field of knowledge management in the public sector, to compare the actions of the public sector with the private sector is knowledge management. During the study found that among some of the actions and practices of knowledge management in the private sector with the public sector there is a tremendous difference. he private sector than the public sector focused on knowledge management processes and procedures over the public sector approach uses encryption.

Janbak Rich (2008), the personality of the entrepreneur model and the findings reached The success of an enterprise with personality traits such as independence, success and creativity and risk-taking linked. In this way, entrepreneurs need to succeed 59 percent of the top 71% have 89% of risky and have a lot of determination.

## 7. Research Suggestions

1. Due to significant proof concerning six categories of technology, leadership, organizational culture, organizational human resources, organizational structure and process management mechanism of the individual and collective entrepreneurship is recommended With the planning and development of each of these concepts in the field of entrepreneurship more as a theoretical and practical help to the development of knowledge management. With the results can be offered to managers:

- Taking measures to create a corporate culture of creativity and innovation among entrepreneurs.
  - Create rooms within the organization and follow-up to think of new ideas, entrepreneurial managers.
  - The recognition of the existing situation and to better assess the strengths and weaknesses of the organization in terms of unusual and challenging.
  - Prosperity believe internal and external (behavior) entrepreneurs and business organizations and education and knowledge, and to limit its growth.
  - The use of traditional regulation (monotonous) prevent the creation and implementation of knowledge management in organizations.
2. Provide appropriate and consistent pattern of organizations to execute faster and more convenient knowledge management principles by entrepreneurs and managers
3. According to the results of the attitude of entrepreneurs in organizations that tend to affect the fundamental principles of knowledge management, As a result, it is suggested that the importance of fruitful work in the field of knowledge management and positive attitude to entrepreneurs through training, publicity and conferences or programs carried out by radio and television.

### **Resources**

Abdolkarimi, M. .. Technology and creativity and its role in increasing the efficiency and effectiveness of processes, message management magazine, No. 26, (2009) 49-34.

Afrazeh Abbas. KM (concepts, models, measure and implement), Amirkabir University Press, first edition, Tehran, (2002).

Akhavan, P., Jafary, Mostafa. The failure of knowledge management, management magazine, No. 161, (2005). 29-26

Alwani, SM. New Public Administration, Public Management Journal, 50 (2010).15-1.

Cohen, Arthur. Changing attitudes and social impact, translator Alireza Chaldeans, Tehran University of Social Welfare and Rehabilitation.2010

Davenport, Thomas, Translator HosseinRahmanseresht. Knowledge management, printing, Tehran, design and engineering company supplying parts (2006).

Davis, Stanley. N Mirsepasi and Georgian translator.Management, organizational culture, printing, Tehran, Pearl (2007).

Fallah, MR. Foundations of Entrepreneurship, Qom, VasifLahiji. 2010

Farhangi, Akbar. Values and organizational culture in the age of knowledge, industry publication Automotive, No. 68 (2002).

Feyzbakhsh, AR, entrepreneurship, a Chrh to infinity, Tehran, Institute of Labor and Social Security. 2011

Jafary, M, Shakeri, A, Dehghan, wise. A model for the development of knowledge management (KM) tools to help IT organizations are presented on the site: [http: www.civilica.com](http://www.civilica.com). (2005)

Kharaghani, saeed. The role of software in the process of automated knowledge management, knowledge management Quarterly, No. 29-28, (2010). 12-10.

Manteghi, M. Work of Young Entrepreneurs, Tehran, Tissa. 2013

Mousavi, glory. Entrepreneurship and Cultural Studies, Tehran, society and culture.2011

pooya, Alaeddini. Entrepreneurship development in the city, Tehran, society and culture.2010.

Tareq, Mohammad Yazdi Arabs and David. Technology management, printing, Tehran, Cultural Research Bureau. (2006).

Zahiri, Houshang. Meta-analysis studies, entrepreneurship and employment, Tehran, society and culture. (2010)

Cheyenne, Edgar. Translator Mohammad Mahjoub. Organizational culture, printing, Tehran, learn, (2004). 23.

Danaeey-Fard, Hassan Alwani, research into management: a comprehensive approach,.Printing, Tehran, Safar (2004).

Farhadi, R. IT Nqsh-Ha development, knowledge management need, Journal Book, No. 59. (2007).

Firestone, Joseph McElroy, Mark. Jafarzadeh Ahmad and Khadija translated trip. Key issues in the new knowledge management, printing, Tehran, Institute nice book. (2009).

Froohi, M. Structural aspects of knowledge-based organizations, journal management, No. 161, (2008).38-33.

Khoosh-Sima,. The correlation between the effectiveness of knowledge management and knowledge management processes. Journal of Industrial Management, No. 9 (2006)

Malakpour, Ali. City and entrepreneurial activity, Tehran, society and culture.2011

Martenson, Maria. Majdam Mansour translator. Critically evaluate the knowledge management as a management tool, a monthly measure, No. 110. (2001).

Radyng, Alan, translated by Mohammad HosseinLatifi. Knowledge management, printing, Tehran, publisher side. (2008).

Rahimi, H, Najafi, Mohammad. Knowledge management in educational organizations, First Edition, Tehran, immortal. (2009).

Robbins, Stephen. SM translator Hassan Alwan and Danayy–Frd. Organizational theory, the nineteenth edition, Tehran, Saffar. (2008).

Sanayeee, Ali. IT managers, printing, Isfahan, Isfahan University Jihad publications. (2007).  
Toosi, MA. Organizational culture, printing, Tehran, Center for Public Management Education, (2006). 155.

Aggestam, E.(2006). Learning organization or knowledge Management: which came first, the chicken or Egg?.Information technology and control, Vol. 35, No.3. Available on [http: www.itc.KTu.it](http://www.itc.KTu.it)

AkdereMesut (2006). "Improving Quality of Work Life Implications for Human Resources".Business Review, vol.1, p.173.

Anantatmula, V.(2006). Criteria for Measuring knowledge management efforts in organization. Available on [http: www.proquest.umi.com](http://www.proquest.umi.com)

Anothayanon, w.(2006) . knowledge Management and task characteristics. Available on [http: www.proquest.umi.com](http://www.proquest.umi.com)

Belenky, M., clinchy, B., Goldberger, N.,Tarule,j. (1986). Four Types of knowledge. Available on <http://www.projects.ischool.Washington.edu>

Berg, Linda & others. (1990). “New wave QWL”, journal of Qualities participation.

Bradish, C.L. (2003). An Examination of the relationship between sport commissions and organizational structure. Available on [http: www.proquest.umi.com](http://www.proquest.umi.com)

Bryant, S.E. (2002). A field study on the Impact of peer Mentoring on organizational knowledge creation and sharing. Available on <http://www.proquest.umi.com>

Chaitantipongse, J.(2005). The Technological Imperative of Newspaper-publishing companies in thailand: Routine Technology and organizational structure. Available on [http: www.proquest.umi.com](http://www.proquest.umi.com)

Chase R. (1997). “The knowledge based organization: an international survey”,

Cong, x., pandya, L. (2003). Issues of knowledge management in the public sector. Available on [http: www.ejkm.com](http://www.ejkm.com)

Connelly, C.(2010). Predictors of knowledge sharing in organizations. Available on [http: www.business.mcmaster.ca](http://www.business.mcmaster.ca)

Daoust, D.(2004). Types of knowledge. Available on http: [www.Bizmechanix.com](http://www.Bizmechanix.com)

Davel. R,&Snyman. M. (2007). Influence of corporate culture on the use of knowledge management techniques and technologies, Department of Information Knowledge Management, University of Johannesburg. 6-17.

Delone, w., Mclean, E.(2009). The Delone and Mclean Model of Information systems success: A Ten-Year update. Available on http: [www.homepages.ius.edu](http://www.homepages.ius.edu)

Dooley, K. (2012). Organizational complexity. Available on http: [www.eas.asu.edu/~kdooley](http://www.eas.asu.edu/~kdooley)

Eva M. Pertusa-ortega, Patrocinio Zaragoza-Saes, & Enrique Claver-Cortes.(2009). "Can formalization, complexity, and centralization influence knowledge performance", Journal of Business Research, 1-11.

Gold, A.H., Malhotra, A., Segars, A.H. (2001). Knowledge Management: An organizational perspective. Journal of Management Information systems, Vol. 18, No.1, 185-217.

Gorelik, A. (2002). Knowledge process in ukrain organizations: The top performers of the machin building Industry. Available on http: [www.proquest.umi.com](http://www.proquest.umi.com)

Holowetzki, A.(2012). The Relationship Between knowledge management and organizational culture: An Examination of cultural factors that support the flow and management of knowledge within an organization. Availble on http: [www.aim.uoregon.edu](http://www.aim.uoregon.edu)

Hsu, H.Y. (2006). Knowledge management and Intellectual capital. Available on http: [www.proquest.umi.com](http://www.proquest.umi.com)

Ismail, M.B., Yousof, Z.M. (2006). Factors Affecting knowledge sharing In public organizations in Malaysia. Available on http: [www.kmice.uum.edu.my](http://www.kmice.uum.edu.my)

Jennex, M., Smolnik, S., Croasdell, D.(2006). Knowledge Management success. Available on http: [www.igi-global.com](http://www.igi-global.com)

Jennex, M., Zakharova, I.(2005). Knowledge Management success/ effectiveness Models. Available on [www.management.com.ua](http://www.management.com.ua)

Kakabadse, N.K., Kakabadse, A., Kouzmin, A.(2003). Reviewing the knowledge management literature: towards a taxonomy. Journal of knowledge management, vol 7, No.4, pp.5-91. Available on http: [www.brint.com](http://www.brint.com)

Kawai chan& Thomas A. Wyatt, (2009). Quality of Work Life: A Study of Employees in Shanghai, China Asia Pacific. Chapel Hill, NC: Cecil G. Sheps Center

Kim, S., Lee, H. (2004). Organizational Factors Affecting knowledge sharing capabilities in E-Government: An Empirical study. Available on <http://www.dgrc.org>

Martensson, M.(2002). A Critical Review of knowledge management as a management tool. Available on <http://www.emeraldinsighting.com>

Nonaka, I., Takeuchi, H.(1995). The knowledge creating company: How Japanese companies create the dynamics of Innovation. First edition, Newyork, oxford university press.

Ortizlaverde, M., Baragano, F., Dominguez, J.(2003). Knowledge processes: an overview of the principal models. Available on <http://www.providersedge.com>

Park, S. (2007). The comparison of knowledge Management practices between public and private organizations: An Exploratory study. Available on <http://www.proquest.umi.com>

Patman, (2012). Study of Quality of Work Life (QWL). Iranian J Publ Health, 35(4): pp.8-14.

Roman-Velaquez, J.(2004). An Empirical study of knowledge management in the government and Non profit sectors: organizational culture composition and its Relationship with knowledge management success and the Approach for knowledge flow. Available on <http://www.proquest.umi.com>

Nedlela, L.T. &Toit, A.S.A. (2001). “Establishing a knowledge management programme for competitive advantage in an enterprise”, Journal of Information