

## Knowledge management based on creativity and organizational learning

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### Abstract

Every organization has a purpose in using and exploiting the knowledge management system. In the social security organization, due to its service-oriented nature, there is a need for knowledge management to serve its potential and actual needs. In the meantime, one of the needs of the social security organization can be having the benefits of learning in the organization and also having organizational creativity. The creativity of employees in the organization is one of the key resources for survival and maintaining the position. Also, organizational learning is one of the goals of applying knowledge management. The purpose of this research is to provide a knowledge management model based on creativity and organizational learning in the social security organization. The current research is based on mixed or mixed methods, a kind of research strategy or methodology to collect, analyze and combine quantitative and qualitative data that was used to understand research issues during a research. The results of this research can provide effective help in the field of optimal use of explicit and implicit knowledge of employees.

**Keywords:** knowledge management, creativity, organizational learning

### 1. Introduction

In the not-so-distant past, the key to the success of organizations was synonymous with their ability to gain competitive advantages outside their borders, such as better financial, technological and human resources, compared to other competing organizations. However, over time, in addition to the resources that create competitive advantage, intra-organizational factors such as knowledge produced and used within the organization that are used during organizational processes are also of great importance in gaining competitive advantage for the organization. Enjoyed. Knowledge that, if flowing into the organization, can transform the organization into a living being that will have the power to learn. Peter Drucker says that organizations are an open system that tries to create points in the form of organizational knowledge from all their internal actions and

processes, as well as their external communication, and as their competitive advantage in comparison. Have with other organizations.

He also states that today, in addition to focusing on other resources such as labor, capital and land, the world economy is based on knowledge (Drucker, 1993) to the extent that it sees dramatic changes in the nature of organizations from traditional organizations to organizations. We are knowledge-based. Undoubtedly, every organization has a large treasure trove of knowledge and is often overlooked because much of this knowledge is hidden. And ignore this valuable organizational capital that can foster creativity and innovation in the organization. However, today, due to environmental changes, and the emergence of new knowledge and technologies, rapid access to reliable and credible knowledge, for any organization, whether public

or private, is an advantage that is necessary to create this advantage and capability in organizations by using a comprehensive knowledge management system in the organization.

In recent decades, the concept of knowledge management, along with other factors affecting the success of organizations such as human capital, financial capital, technological capital, legal protections, etc. have an active role in the field of organization and management. The effort of most organizations from the implementation and implementation of knowledge management systems is to achieve knowledge that can be used to provide a new product or service or to significantly improve and improve their current product and service. This requires the implementation of all processes of knowledge management system in the organization (Soltani, 2014).

## 2. State the problem

Studies in the field of knowledge management indicate that overt knowledge management faces far fewer problems than tacit knowledge management (Smith, 2001). In other words, in the discussion of explicit knowledge, the organization has a codified and often written collection of knowledge of the organization and the processes of maintenance, dissemination, updating, protection, creation, etc. are specified in it and in comparison with the implicit knowledge that The more they are hidden in the mind and inside people (knowledge workers), the more easy and less complex they are. Most of the challenges in the knowledge management process in organizations stem from this difficulty, which is strongly influenced by human complexities, and may be one of the main reasons for the failure of more than 80% of knowledge management implementation projects. Mentioned in organizations (Ale et al., 2014).

Thinkers in this field try in various ways such as persuading employees, designing appropriate incentive systems, legal protections (such as intellectual property law, etc.), appropriate management style and leadership (participatory systems, creating a sense of organizational trust In employees) and ... to extract tacit knowledge to implement a complete cycle of knowledge management in organizations along with

explicit knowledge (Pirannejad, 2016). Despite decades of knowledge management in organizations, having knowledge management capabilities is still considered a competitive advantage and organizational superiority for any organization. And any organization that wants to develop and improve its future path or the rate of its progress, needs to have a dynamic knowledge management system. Having a knowledge management system in the organization can increase performance, creativity and innovation (Ghanbari, 1398). On the other hand, knowledge sharing in the organization also increases the value of knowledge, which in turn can reduce organizational costs by reducing the repetition of past experiences (Wang and Wang, 2014).

Some important models of organizational learning include Watkins and Marsik (1993), Britton (1998), Mirasmali (2007), Hejazi and Weiss (2007), Kaplan and Norton (1996), Templeton (2000), Nife (2007). Organizational learning is the conscious interaction of individuals that results in the collective intelligence of the organization and is also one of the systematic and contingent approaches to management (Ghanbari 1398). Therefore, it can be said that successful organizations are those that constantly produce new knowledge and widely disseminate it throughout the organization and offer it in the form of new services and technologies (Hadizadeh Moghadam et al., 2013). By sharing knowledge, organizational learning is highlighted, and as a result, organizations can achieve distinctive power and discover creative opportunities (Gene Chen et al., 2010).

Many researchers have discussed knowledge management and its applications and organizational effects such as customer satisfaction (Koochi et al., 1398), gaining competitive advantage (Lee et al., 2016; Mehdi et al., 2019; Aghamirian et al., 2015; Akhavan and Safanaz, 2007; Ansari et al., 2013;), Organizational Intelligence (Tabarsa et al., 2012), Organizational Learning (Barrow et al., 2017; Carl Gorlick, 2011; Nilipour Tabatabai et al., 2015) and Creativity of employees in the organization (Ray Et al., 2017; Hatami et al., 2013; Valdi Pak and Sobhani, 2013) in domestic and foreign studies. However, the issue of knowledge management in the Social Security Organization, according to the issues raised, has not yet been taken in the field, action or practical action. Therefore, according to the presented

issues and issues, in addition to the need to have the benefits of knowledge management in the organization and the implementation of knowledge management system, it is necessary that the knowledge management system is in line with organizational goals to be able to create organizational advantage and superiority. Therefore, in this research, the researcher, considering the appropriate work experience in the Social Security Organization of Tehran, intends to present a model of knowledge management to be available and in line with (based on) organizational creativity and organizational learning. Therefore, it is necessary to identify the dimensions and components of knowledge management and its measurement indicators, components and indicators of measuring organizational learning and staff creativity in this study, and finally the final model of knowledge management based on organizational creativity and learning will be presented.

### 3. The need for research

Today, all organizations need a method and system that in addition to tangible assets, intangible and intangible organizational assets such as knowledge and experience of employees to understand and utilize these key intangible resources in organizations to achieve high performance. In a knowledge-based economy, the most successful organizations are those that make the best use of their intangible assets and consider knowledge management as one of the important tools in this regard. Choosing a knowledge management system has become more and more a necessity for organizations, because moving towards knowledge management and achieving success in its implementation, not only requires knowledge and awareness of the basics of knowledge management and the existing organization, Rather, it depends on linking factors and opportunities with the resources and assets of the organization (Khosravan, 1398).

On the other hand, the importance of knowledge as a valuable asset for contemporary organizations has led to how to acquire, develop, operate, properly manage and promote it has become one of the main responsibilities and challenges of organizations, especially in government organizations. (Danport, 2004). Many large companies and public and private

organizations must establish and maintain the process of knowledge transfer in their organizations in order to be able to withstand environmental changes, because their success is highly dependent on the speed of information and knowledge dissemination in their organization. (Nisara et al., 2019). Knowledge is one of the most important resources for organizations to develop expertise, solve problems and increase organizational learning, and creates new opportunities for individuals and organizations both now and in the future (Nisara et al., 2019). In addition, knowledge sharing increases the value of existing knowledge and can reduce the costs of organizations, and if neglected, the costs of the organization will increase due to the repetition of past experiences (Wang, 2012). Knowledge management is the ability to acquire, use and share information that affects the profitability of the business (Rafiei et al., 2016), in other words, the knowledge management cycle includes knowledge acquisition, knowledge utilization and knowledge sharing.

This process never takes place on its own, unless its requirements are taken into account at each stage. Acquisition of knowledge is the result of experiences that occur in organizational change, which is the result of rapid change of processes, identification and adaptation to change, maintenance and growth of intellectual property and sustainable competitive advantage that can only be achieved through continuous creativity. (Poursoltani Zarandi and Iraj, 2013). Attention to research shows that knowledge management in all industries and scientific and practical fields is closely related to creativity and organizational learning, so to have a systemic perspective, simultaneous attention to issues such as creativity and organizational learning can be effective. And help the efficiency of knowledge management in the organization. Structural factors of knowledge management in the organization have a positive effect on creativity (Soro, 2009). Knowledge management provides access to experiences, knowledge, skills that together new abilities, more executive power, encouraging creativity and innovation, the way of working Creating better knowledge of the existing organization and better use of knowledge in the organization (Haskell and Theo, 2010). Creativity is one of the key sources of organizational excellence, which also helps the survival of the organization. Creativity is associated with the use of knowledge and the

creation of new knowledge in the organization. In fact, new knowledge is the result of individual and organizational creativity. Employee creativity in the organization helps the organization survive so that when employees are creative in their work, they can come up with new ideas and establish new knowledge in the organization (Duffy, 1998). Fayol and Liles (1985) on organizational learning believe that it is a process of improving organizational performance through more knowledge and understanding. This process takes place with shared insights. Knowledge and mental patterns are made from past knowledge and experience that remains in the mind.

Organizational learning is the conscious interaction of individuals that results in the collective intelligence of the organization and is also one of the systematic and contingency approaches of management. Emphasizing this point, organizations, like the human mind, rely on receiving feedback to adapt to changing situations; they learn from experiences and engage in complex mental processes such as predicting, identifying, defining, designing and solving problems (Turani et al., 1397). Therefore, by sharing knowledge, organizational learning is created and as a result, the organization can achieve differentiating capabilities and gain many opportunities for excellence (Gene Chen et al., 2010). Therefore, in addition to the importance of paying attention to each of the issues of knowledge management, creativity and organizational learning, due to the multidimensionality of organizational issues, it is necessary to pay attention to these issues simultaneously to be a dynamic system of knowledge management in the organization. Created and managed.

#### **4. Research questions**

The present study was conducted to provide a knowledge management model based on creativity and organizational learning in the Social Security Organization. This research was conducted to answer these questions:

##### **4-1- Main question:**

The main issue in this research can be stated as follows:

What is the knowledge management model based on creativity and organizational learning in the Social Security Organization?

##### **4-2- Sub-questions:**

- 1- What are the sub-indicators of organizational learning in the Social Security Organization?
- 2- What are the components of organizational creativity in the Social Security Organization?
- 3- What are the sub-indicators of organizational creativity in the Social Security Organization?

#### **5. Scope of research**

The field of research is spatially in the Social Security Organization of Iran and the time of its study is from the beginning of 1398 to 1400 and its application is from 1400 to 1425 (at least the next 25 years). Thematically, it is in the field of presenting the knowledge management model based on creativity and organizational learning in the Social Security Organization.

#### **6. Background review**

##### **6-1- Internal background**

Hosseini and Lajevardi (2020) conducted a study entitled "Study of the impact of information technology, knowledge management and organizational learning on organizational performance" in the political ideological organization of the Ministry of Defense and Armed Forces Support.

The researchers concluded that in the Ministry of Defense and Armed Forces Support, managers can use organizational knowledge management and learning to improve organizational performance. A study by Haghighi Nasab et al., In 2019, entitled "The effect of senior managers' commitment, knowledge management and organizational learning on customer capital." This research was applied in terms of purpose. The statistical population for this study was the employees of Sazeh Gostar Saipa Company as a supplier of auto parts in Tehran, whose number was 700 people. From this number, 220 people were selected as a sample. A questionnaire was used to collect data and to test and analyze the data, confirmatory factor analysis, path analysis and t-test were used with the help of SPSS and LISREL software. In this research, five components of knowledge acquisition, knowledge creation, knowledge application, and knowledge transfer and knowledge registration are considered for knowledge management. Researchers have concluded that knowledge management has a positive effect on organizational learning.

Dehghani and Ghorbani (2017) conducted a study entitled "Study of the relationship between the dimensions of knowledge management with organizational learning among the staff of Khorasan Razavi Governorate". The researchers used a questionnaire to collect data and Pearson correlation coefficient, stepwise multiple regression, multivariate analysis of variance, Scheffe test and structural equation test were used to analyze the data. In this research, four components of externalization, composition, internalization and socialization have been considered for knowledge management. The researchers tested the relationship between all components of knowledge management and organizational learning and concluded that there is a significant relationship between each component of knowledge management and organizational learning. On the other hand, they found that socialization has a greater role in organizational learning than internalization.

Rahimi et al. (2017) A study entitled "The effect of mediating organizational learning in the relationship between knowledge management and staff empowerment" was conducted among the staff of the Central Education Department with a total of 250 people. The findings of this study indicated that knowledge management has a direct effect on organizational learning and empowerment and the researchers concluded that managers of organizations can empower their employees by using knowledge management and organizational learning. In 2016, Dehghan conducted a study entitled "Presenting an organizational learning model based on knowledge management (case study of employees of the General Administration of Ports and Maritime of Guilan Province)" and the results of this study show that changes in organizational learning under the influence of knowledge acquisition variables, Knowledge exploitation and knowledge distribution. In 2016, Pasbani conducted a study entitled "Presenting a model to promote creativity and organizational learning using key indicators of knowledge management success in the automotive and driving industries" and concluded that the impact of key factors on knowledge management success on increasing Creativity in the automotive and driving industries is significant and positive, and the researcher has concluded that all seven key

indicators of knowledge management success have a positive effect on creativity and organizational learning.

Daneshgarzadeh et al. In 2011 conducted a study entitled "Key factors in the success of knowledge management and its role in organizational learning of employees" and researchers concluded that all seven factors have a positive effect on organizational learning. But only the three factors of knowledge-based strategies and policies, human resource management, and information technology enhance and improve learning. A study by Nadi et al. In 2010 entitled "Analysis of the relationship between knowledge management dimensions and organizational learning levels among faculty members of the University of Isfahan" and it was found that there is a significant relationship between all dimensions of knowledge management and learning levels. In 2010, Yaghoubi et al. conducted a study entitled "The relationship between the components of organizational learning and knowledge management in the staff of selected hospitals in Isfahan in 2009". This study was conducted in the statistical population of Isfahan hospital staff with a selected sample of 190 people. Data were collected using a questionnaire and SPSS software was used to analyze the data. The researchers concluded that there is a significant relationship between organizational learning and knowledge management.

In this study, for knowledge management, five components of knowledge creation, knowledge registration, knowledge refinement, knowledge dissemination, knowledge application were defined and for organizational learning, four components were considered: management commitment for organizational learning, system vision, open space And experimentation, knowledge transfer and integration. The researchers also tested the relationship between organizational learning and each of the components of knowledge management and concluded that there is a significant relationship between them. A study entitled "The Impact of Knowledge Management on Organizational Performance Considering the Mediating Role of Strategic Human Resource Management Measures" by Rajabi Farjad and Matieian Najjar, conducted in 2019, and the researchers concluded that knowledge management directly and indirectly through Strategic actions of human

resources affect organizational performance. Nilipour Tabatabai et al. (2015) in a study presented a knowledge management model with an organizational learning capability approach (Case study: Isfahan Municipality), the research findings indicate that the average score of each of these components in Isfahan Municipality from The average was lower therefore, in order to implement and implement knowledge management in Isfahan Municipality, determining the necessary mechanisms to improve the quantitative and qualitative level of each of these components is necessary.

Pirannejad (2016) in an important study, meta-analysis of knowledge management research in government organizations in Iran and the results of this study showed that most research pays attention to the dimensions of organizational culture and organizational structure in knowledge management projects in government organizations Have had and the least studies have focused on dimensions such as intellectual capital and technical infrastructure. Finally, some suggestions for improving the study process in this field are presented.

## 6-2- External background

In 2016, Marcus et al. Published a paper entitled "Strategic Knowledge Management, Creativity and Performance" in the Portuguese footwear industry, which was a qualitative study using a semi-structured questionnaire.

Creativity plays an important role in this industry and has led to progress in the economy of this country. In this study, researchers realized the importance of knowledge management and its impact on creativity and organizational performance. In this research, researchers have defined two indicators of knowledge management, codification and personalization, and creativity is considered in both technical and non-technical components. Researchers have concluded that knowledge management using creativity can have a positive effect on the performance of organizations. In 2013, Nowruzi and his colleagues conducted a study entitled "The Relationship between Transformational Leadership, Organizational Learning, Knowledge Management, Organizational Creativity, and Organizational Performance." The researchers concluded that transformational leadership and knowledge

management have a positive relationship with each other. Baroa et al. (2017) also researched the knowledge management approach to take organizational learning networks.

The main purpose of this research is to create an architecture suitable for application. First, not only in the methods in this paper, a knowledge management and engineering view (based on ontology) to use forecast analysis and insight in the organizational workplace (company is provided towards the development of organizational learning network. Aboud and Al-Wahdian (2015) in their research designed a model to help increase knowledge management practices in resilient environments and showed that the categories of culture, including the adoption of persuasive strategies, participatory leadership and processes, including knowledge management infrastructure The quality of knowledge management processes and levels of knowledge management use affect learning and innovation and also affect the performance of an organization.

Malik and Katwal (2018) in a study examined the effect of organizational knowledge sharing methods on employee job satisfaction with the mediating role of learning commitment and interpersonal adjustment in service institutions in Pakistan. The results showed that knowledge sharing has an effect on employees' job satisfaction and the role of learning commitment and interpersonal adjustment was confirmed as a mediator. Taghipour et al.(2015), studied Risk analysis in the management of urban construction projects from the perspective of the employer and the contractor. Taghipour et al. (2022), studied IUTHE EFFECT OF PERSONAL FACTORS ON INCREASING THE PRODUCTIVITY OF LOW-LEVEL EMPLOYEES IN THE GENERAL WELFARE DEPARTMENT OF TEHRAN MUNICIPALITY. Tarverdizadeh et al. (2021), studied Predicting students' academic achievement based on emotional intelligence, personality and demographic characteristics, attitudes toward education and career prospects through the mediation of academic resilience. Taghipour et al.(2016) , studied the impact of ICT on knowledge sharing obstacles in knowledge management process. Taghipour et al.(2016), studied Assessment of the Relationship Between Knowledge Managment Implementation and Managers Skills. Khodakhah Jeddi et al.(2016), studied The Analysis of Effect Colour Psychology

on Environmental Graphic in Childeren Ward at Medical Centers. Taghvae yazdi et al.(2020), studied The Relationship between Implementation Principles of Implementation with Organizational Accelerations, Ethical Leadership and Empowerment of Managers (Case study: Employees of national banks in Sari, District 1).

Education is one of the most important demographic variables that is studied in sociological research. As Table 1 shows, the majority of respondents in this survey are people with a master's degree, which is 56.5 percent, and the remaining 30.6 percent are people with a bachelor's degree, 6.7 percent have a doctorate, and the lowest degree are people with a diploma and The above diploma is with 6.2%.

### 6-3-Combining the level of education of the sample members

**Table 1. Composition of education of sample members**

<i>Education rate</i>	<i>Abundance</i>	<i>Relative frequency</i>	<i>The cumulative frequency</i>
<i>Diploma and post-diploma</i>	12	6.2	6.2
<i>Bachelors</i>	59	30.6	36.8
<i>Masters</i>	109	56.5	93.3
<i>PhD</i>	13	6.7	100
	193	100	

### 7. Answer the research question

Based on your knowledge and experience, what steps do you suggest to implement the dimensions of knowledge management with the dimensions of creativity and organizational learning?

To answer this question, the Delphi interview and the qualitative technique were used. 13 experts were interviewed and finally the correspondence of knowledge management components with learning and organizational creativity were identified in the final model.

### 8. Conclusion

In the present study, using interviews with experts and Delphi technique for the variables of knowledge management, organizational learning and organizational creativity, other components were identified, which is a component of re-engineering organizational processes to manage organizational knowledge from the components of knowledge management; Component of creating normative learning processes from components of organizational learning; And the two components of the development of intellectual capacity, and the change of the system of manpower recruitment based on the recruitment of creative forces compared to the studies of the second new chapter and innovation in this research.

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