



Overview of the Relationship between Social Capital and Organizational Readiness for Implementing Knowledge Management in the Defensive Industry

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Overview of the Relationship between Social Capital and Organizational Readiness for Implementing Knowledge Management in the Defensive Industry

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Abstract

Knowledge as a strategic resource and a key competency for organizations is of particular importance. However, if the infrastructure is not ready for deployment KM nothing except prevent loss of human and material resources will be sought. It is therefore important for organizations aware of the readiness of the organization.

On the other hand, one of the important activities that can assist organizations in the successful implementation of knowledge management and competitive advantage for them than for other organizations to create is the social capital. The focus is on social capital because of the role that plays in increasing in production and human capital and economic capital. The purpose of this study was to investigate the relationship between social capital and organizational readiness for implementing knowledge management in the defensive industry. This study is applied and descriptive data collection method is correlational. Data from the questionnaires and the defensive industry in the population studied was collected through random sampling. Content validity was confirmed by experts and its reliability was calculated after performing the test among a number of employees above the industry through Cronbach's alpha coefficient. Data analysis in two descriptive and inferential statistics (confirmatory factor analysis and structural equation modeling) took place. Research results suggest that increasing social capital, the level of organizational readiness for deployment of knowledge management increases. At the end of the research, suggestions and strategies for successful deployment of knowledge management is provided.

Keywords: Knowledge management, Organizational readiness, Social capital and structural equation modeling



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1. Introduction:

In today's competitive world, knowledge has become a strategic resource for many organizations. According to Nonaka (Nonaka, 1994) In today's unstable condition, the only reliable source of sustainable competitive advantage is knowledge.

Of course, the competitive advantage is not belonging to organizations that have the best knowledge assets; but belong to organizations that are best for the organization to achieve the goals of their capital (Abbasi, 1386).

Also readiness has been defined as prerequisite for the organization to be successful in the face of change (2000Holt,).assessment of organizational readiness can be a guide for leaders and managers that by identifying their weaknesses and try to fix it in order to facilitate the successful deployment of knowledge management outcome.

Otherwise, if the appropriate infrastructure and the necessary prerequisites for the establishment of knowledge management don't provide, nothing but disdain for human resources and financial resources will not be followed.

On the other hand, social capital plays the more important role of physical and human capital in organizations and communities ,in the absence of social capital, other capital lose their effectiveness and without social capital, follow the path of development and cultural evolution and economic, are rugged and difficult.

In traditional views of management, economic capital development, physical and human resources that they play the most important role, but today for further development of what the economic capital, physical and human we need social capital. (Salehi, Mehr Alizadeh, 1384)

Current study based on the results of the literature and the findings of the survey evidence necessary to determine the relationship between social capital variables and variable provides the organizational readiness for implementing knowledge management.

2-Research literature

1-2-Management knowledge:



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In 1979, Carl Eric Soyoob, Swedish¹ accountant was faced with a big question and later was introduced as one of the founders of the science of knowledge management.

Account books (book value) as a branch of the organization where he worked, only showed a value of SEK, while the real value of the organization, was far more than that.

At this moment, He discovered that his company's balance sheet shows only the value of its physical assets, including multivalve and typewriter and the actual value depends on competence of staff and what the staff as a collective brain was thinking.

Soyoob and others has been called this finding "intellectual property" and "intangible assets" and placed it next to tangible assets. In this way, the number of posts, seminars and... grew up in this area and issue were seriously on the agenda of management and directors of large organizations scientists. (Kaviyani, Niyazi, No, 1388)

Knowledge management is a comprehensive approach to a broad and comprehensive perspective for the organization and its main focus on the creation and application of knowledge and, ultimately, achieves organizational effectiveness.

Of course, the main challenge for knowledge management is more and better changing tacit knowledge into explicit knowledge (Justice, 1384) .Management knowledge is a process which helps organizations identify, select, organize, publish and transmit important information and skills that are part of organization history and generally will help to unstructured in the organization. (Turban, Ephraim, 2006).

2-2-Organizational readiness:

The successful development of knowledge management is very difficult. Almost 84 percent of knowledge management programs to fail (Lussier, 2003)².

If there isn't an appropriate infrastructure and processes of organization for knowledge .management, human and financial resource will be wasted.

Therefore, it is essential that before any action organizations assess their readiness in this regard. Holt (2000) defined organizational readiness for implementing knowledge

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management as an essential prerequisite for a person or an organization for position and gains a competitive advantage in the face of organizational change.

Preparedness means preparation of knowledge management in all areas related to identify, collect, organize, storage, distribution and sharing of knowledge in the organization. (Mohammadi, 1388) .

Therefore, KM readiness assessment includes identifying the current status of knowledge in the areas of speech and identifies the changes needed to enhance management capabilities knowledge in the organization.

Khashayar Jahanian et al (1389) have been introduced important factors in a model of organizational readiness in the following areas.

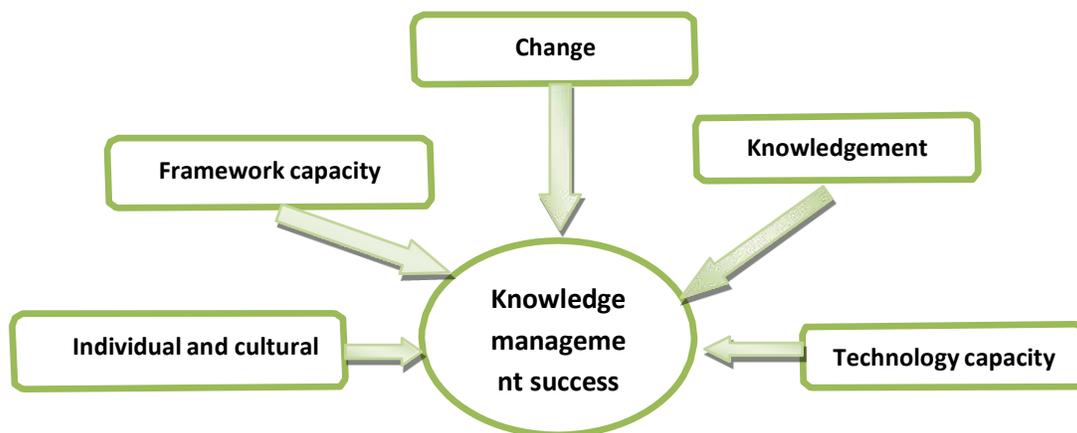


Figure 1: knowledge management success factors (Khashayar Jahanian et al., 1389)

3.2 Social Capital:

In a dynamic environment, today's business challenge for organizations moving toward understanding the factors affecting organizational knowledge management, including early actions in inefficient use of intellectual capital of the organization.

On the other hand, social capital is a modern concept that plays important role towards physical and human capital in organizations and communities.

Today in sociology and economics, and more recently in management and organization, the concept of social capital is widely used.



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The concept of social capital refers to the links, and communications among member of a network as a valuable source, and the creation of norms and mutual trust is the realization of the goals of the members.

In the absence of social capital, other capital lost its effectiveness, and follows the ways of cultural and economic development, uneven and difficult firms, could create a new understanding of the social- economic systems and becomes better.

Social capital, both at the macro management at the level of enterprise management and managers help to conduct system (Alvani, 1386) Nahapiet and Ghoshal (1998) with the organizational approach placed different aspects of social capital in three floors: structural, relationship and recognition.

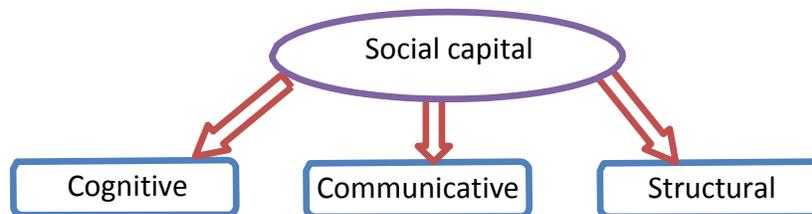


Figure 2. Social capital factors (Nahapiet and Ghoshal, 1998)

Nahapiet and Ghoshal (1998) know social capital into three aspects:

1.3.2: The structural dimension

Structural dimension that involves communication patterns among members of a group or social unit. This includes three-dimensional network link, network configuration, and the stability of the network.

Network link contains certain practices that members of social units are linked and work together.

The network orders are crucial patterns of social ties among unit members.

And also network stability includes proximity and similarities between people in a social unit.



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2-3-2-Cognitive dimension:

Cognitive dimension includes perceptions, beliefs and social and cultural ideas and concepts shared by shared memories, or common language accepted by the subject's remains between them.

This perspective includes both the shared objectives and common culture.

Common goals are understanding and shared vision of society member to the goals and results of the group activities.

And also common culture includes norms of behavior that is common among members.

For example, to what extent there is a desire among members to participate in activities organized group members have in common is indicative of the culture.

3-3-2-Communicative dimension

The communicative dimension involves mutual trust among members of a social unit. Trust is crucial factor in providing effective communication among the members.

The cases such as the members trust each other, Willingness to cooperate with those who disagree on the extent to which a single and colleagues said their members on their account reflect the level of mutual trust among members of a social unit.

4-2- The framework of research Conceptual model:

In this study, the dimensions provided by "Nahapiet and Ghoshal" (1998) is of the opinion that the model used by institutional approach, different aspects of social capital in three categories (structural, cognitive and communication) gives instead.

In the case of organizational readiness for deployment of knowledge management, khashayar Jahanian et al model (1389) were selected

The selected indicators for the preparation of all knowledge management processes for local conditions and a consistent defense organization.

Based on this, the conceptual model as a theoretical framework is presented below:

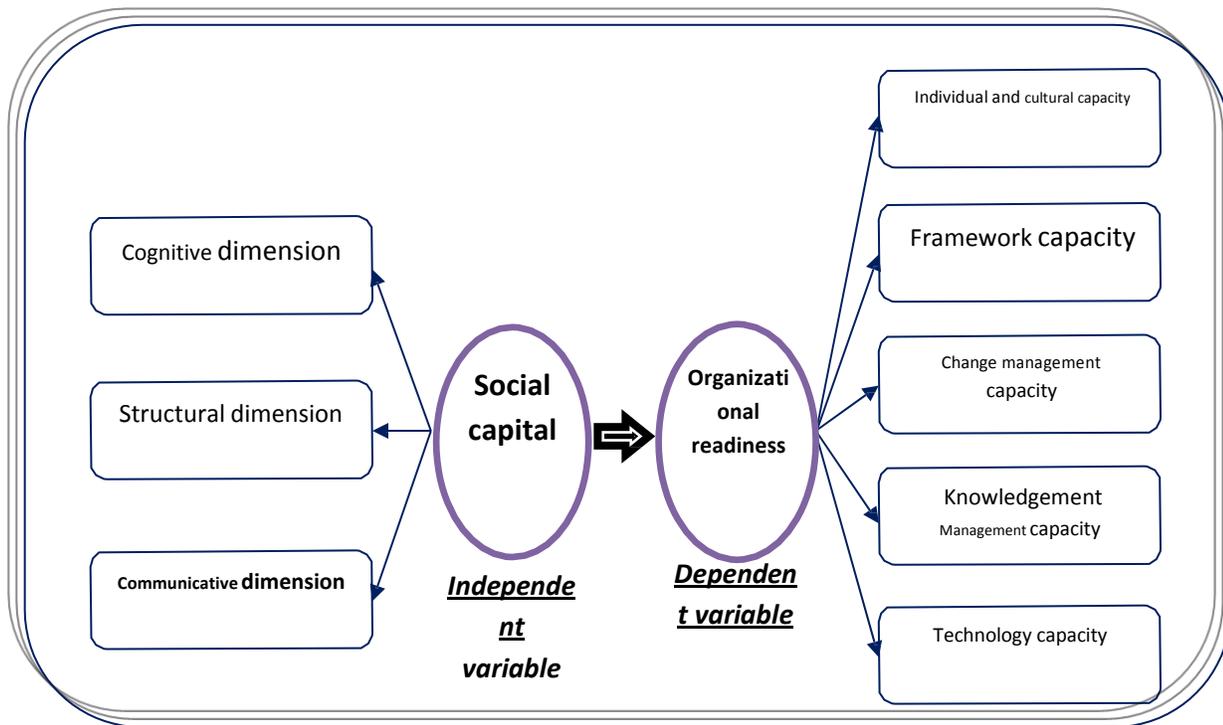


Figure 3. The framework of research Conceptual model

5-2- Research hypotheses:

According to the study literature and conceptual model, the assumptions are defined below.

The main hypotheses:

* There is a relationship between social capital and organizational readiness knowledge management for deployment.

Accessory Hypotheses:

- Hypothesis 1: There is a relationship between social capital and individual capacity and Cultural Organization.
- Hypothesis 2: There is significant relation between social capital and capacity framework.



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- Hypothesis 3: There is a relationship between social capital and change management capacity.
- Hypothesis 4: There is a relationship between social capital and knowledge management capacity.
- Hypothesis 5: There is a relationship between social capital and technology capacity.

3. Research methodology:

1-3-Type and methods of research:

This study, since the aim is to determine the relationship between social capital and readiness empirical management knowledge in the organization, the purpose and the method of data collection is descriptive and correlational.

In addition, given that the structural equation modeling will be used to test the hypotheses, the correlation between research, or analysis of covariance matrix is solidarity.

2-3-Statistical sample and sampling methods:

The statistical population in this study is assistants, managers and technicians, experts and industry research. In this study, given that the target population is defined and limited, the sample size was estimated using a sample of 200 people. Also, the sampling survey is random.

3-3- Spatial and temporal scope of investigation:

Spatial domain is a defensive industry and research time is the first six months of 91.

4.3 Methods and tools for data collection:

In order to achieve the desired results and do good research, library research and field research methods were used. Data collected in the field of literature and the literature of the subject, library resources, articles, and books to the global information network (Internet) has been used. And to collect data for analysis (fieldwork) of two types of questionnaires were used.

Social capital questionnaire designed based on the model Nahapiet and Ghoshal (1998)



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measures three structural, relational and cognitive. As well as readiness questionnaire designed by the researcher measure five dimensions and cultural, organizational frameworks, change management, knowledge management and technology. The questionnaire asked respondents to rate their acceptability organization with each item on a five-point Likert scale range from very low (1) to very high (5).

5-3-Validity and reliability of questionnaire:

The content validity of the questionnaire, a questionnaire among a number of academic experts familiar with the defense industry and the distribution was amended and approved. In order to measure the reliability of questionnaires, Cronbach's alpha was used. For this purpose, a prototype contains 30 pre-tested questionnaires. And using the data obtained from the questionnaire Cronbach's alpha coefficient of 0.81 times the social capital. Cronbach's alpha coefficient of 0.84 and prepared by SPSS 17 statistical software was used. Because alpha coefficient of the questionnaire is greater than 7 N Nali (1978) so reliability will be approved.

6-3- Data analysis:

Structural equation modeling of new statistical methods is one of the strongest methods of multivariate analysis. This model is a combination of two analyses:

***confirmatory factor analysis**

*** Path Analysis**

1-6-3-Confirmatory factor analysis: In order to identify the underlying structural variables and summarized a set of indicators for each variable, factor analysis was used. To measure the consistency of the data for analysis KMO and Bartlett's test of the two is used.

The KMO test calculates the correlation between variables in sample. Bartlett's test as well as shows the correlations between variables if there is. (Hinton, 2004)

2-6-3-path analysis:

Direction analysis was developed by Swell Wright for the first time. In fact, the development of regression methods and the use of multivariate regression are in relation to the formulation of a clear causal model.



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The purpose of lost quantitative is estimates of the causal relationships between a set of variables. Relations between variables flows in one direction as a distinct pathway are considered.

The analytical concepts for the main characteristics of the charts in the best direction possible causal connections between variables reveals, is explained. (Homan, 1384)

In confirmatory factor analysis, path analysis and conceptual model of compliance data will study whether it is good fitness?

In general, several indicators to evaluate the fit of the model used in this study the index table 1 are used for the fit model. (Homan, 1384)

Graceful model	The main criterion	Test
Is significant (greater than the table)	The frequency difference between observed and expected	Chi
The closer to zero	The remaining variance and covariance	Root mean square residual
Is smaller than 0.1	The total mean square error	Index square error
Is bigger than 0/9	To assess the relative value of variance and covariance	Goodness of fit index
Is bigger than 0/9	Instead of mean square Total squares in the top model	Adjusted index of goodness of fit
Is bigger than 0/9	Compare the model to model without their relationships	Stock softened fitness

Table 1 Proposed indicators fitness (Homan, 1384)

4-Analyze the data and test hypotheses:

1-4-Factorial analysis (confirmed)

In order to fit the adequacy of the data to be used confirmatory factor analysis KMO test Based on the test results, KMO whose value is equal to 68/0, the data can be reduced to a number of factors and are basic and fundamental.



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Another method of Bartlett's test also detects whether data is .Bartlett test examines the hypothesis that the observed correlation matrix of the independent variables is society. Bartlett test hypotheses follow:

H0: There are items within each of solidarity.

H1: There are items within each of solidarity.

Bartlett test results (3364.63) which is a significant level of error of less than 01/0, Among the items it shows that the correlation matrix, the matrix is not the same and unit And on the one hand there is a high correlation between items within each factor On the other hand one factor among items of other operating items, no correlation was not found. So assuming H0 is rejected and H1 is confirmed. After Bartlett's test, to evaluate the model Confirmatory factor analysis raised several measurement indicators presented in Table 2.

Statistics	Amount	Desirable level
(CHI SQUARE) ¹	1630/55	-
(DF) ²	722	-
(CHI SQUARE/DF) ³	2/25	3<
(RMR) ⁴	0/046	0-05<
(RMSEA) ⁵	0.08	0-01<
(GFI) ⁶	0/93	0-9 >
(AGFI) ⁷	0/91	0-9 >

¹ CHI SQUARE

² Degrees of Freedom

³ Ratio chi-square to degrees of freedom

Root Mean Residual ⁴

⁵ Root Mean Square Error of Approximation

⁶ Goodness of Fit Index

⁷ Adjusted Goodness of Fit Index



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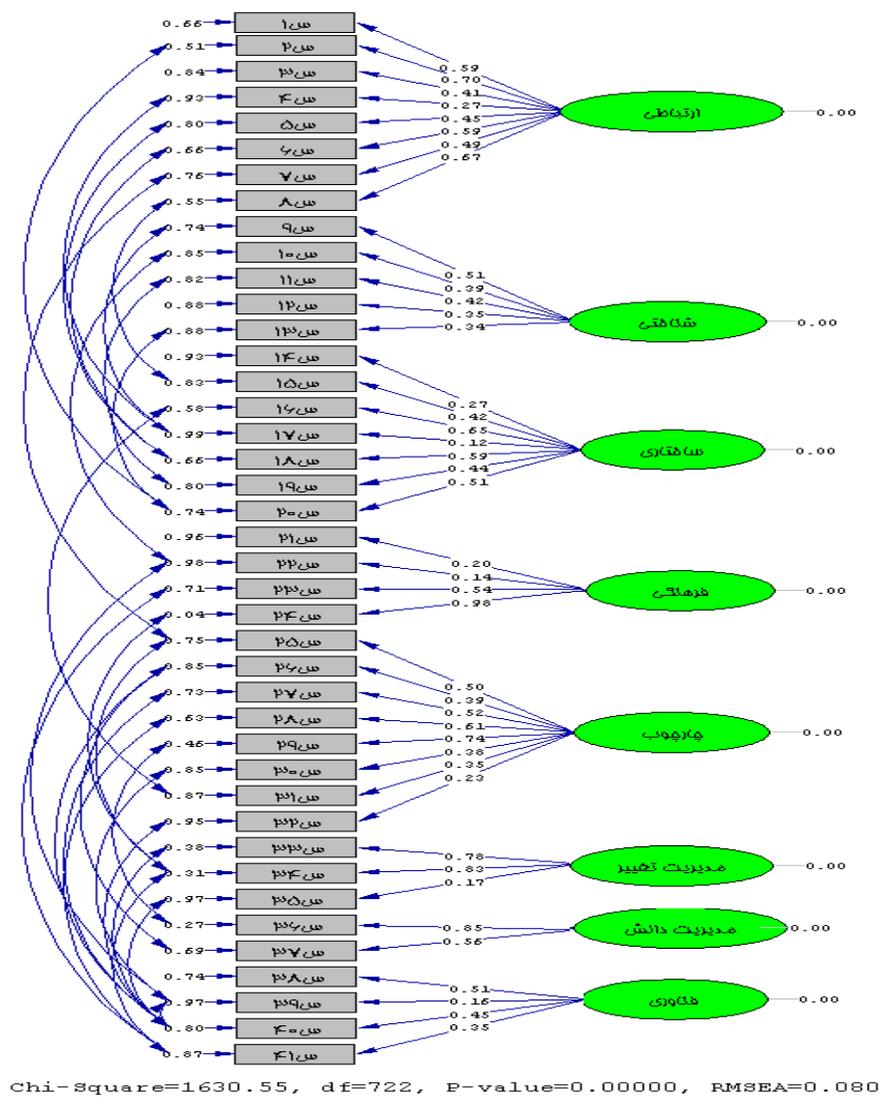
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Table 2. Confirmatory factor analysis indicators

According to the index (Table 2) and outputs of LISREL software, we can say that the data are relatively well matched with model and indices are presented and indicated that a total model is a good model. And experimental data are matched so well with that model. Now we check the details of the model and the model T-Values.

1-1-4-Estimate the standard model:

Figure 1 show the factor loadings which are estimated. These values are values that show early predictor scores.





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Figure 1. Estimate Standard model

2-1-4-Model T-values:

As is clear in Figure 2, the t-statistic amount for all constituent inquiries components of under consideration of the t-statistic with 95% confidence interval (1.96) is higher, and therefore suitability of designed questions for all components is verified.

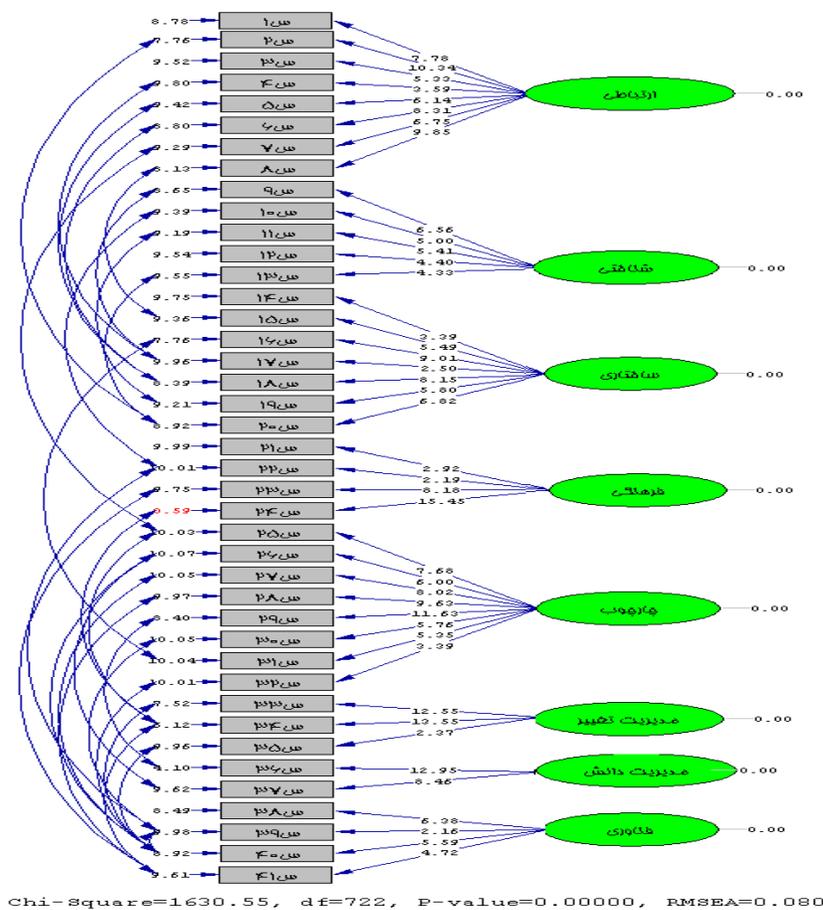


Figure 2: Model T-values

2.4 The path analysis - Conceptual Model 1:

Figure 3 shows the Conceptual Model of relationship between the identified factors in the study. The conceptual model illustrates the relationships between variables that has not been tested their rightness or wrongness with empirical data.



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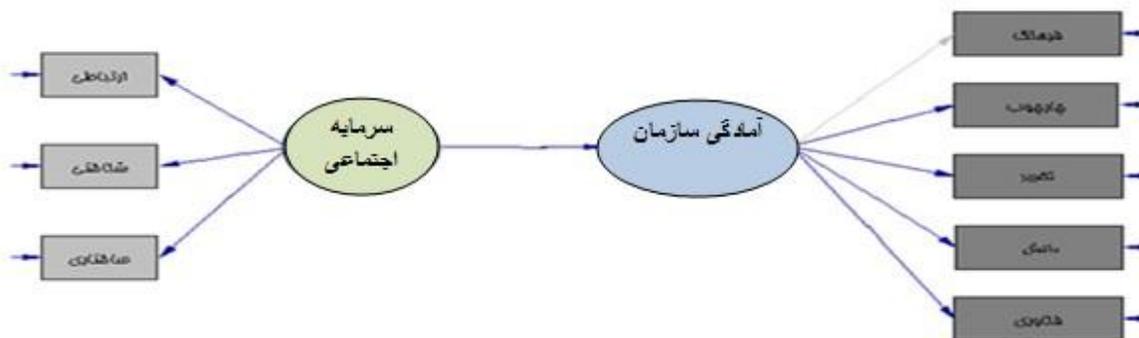


Figure 3. Conceptual Model 1

To evaluate the path analysis model, proposed measures will be measured.

Statistics	Amount	Desirable level
(CHI SQUARE) ¹	19/35	-
(DF) ²	16	-
(RMR) ³	0/034	3<
(CHI SQUARE/DF) ⁴	1/2	0-05<
(RMSEA) ⁵	0.032	0-1<
(GFI) ⁶	0/93	0-9>
(AGFI) ⁷	0/9	0-9 >
(NFI) ⁸	0/97	0-9 >

Table 3. Results of Conceptual model1

¹ CHI SQUARE

² Degrees of Freedom

³ Root Mean Residual

⁴ Ratio chi-square to degrees of freedom

⁵ Root Mean Square Error of Approximation

⁶ Goodness of Fit Index

⁷ Adjusted Goodness of Fit Index

⁸ Stock softened fitness



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According to the index (Table 3) and outputs LISREL software, we can say that the data are relatively well matched with model and indices are presented and indicated that a total model is a good model and experimental data are matched so well with that model. Now we check the details of the model and the model T-Values.

1-2-4-Standard estimation of conceptual model 1:

The following chart shows estimated factor loadings. These values are values that show raw scores of predictor factor.

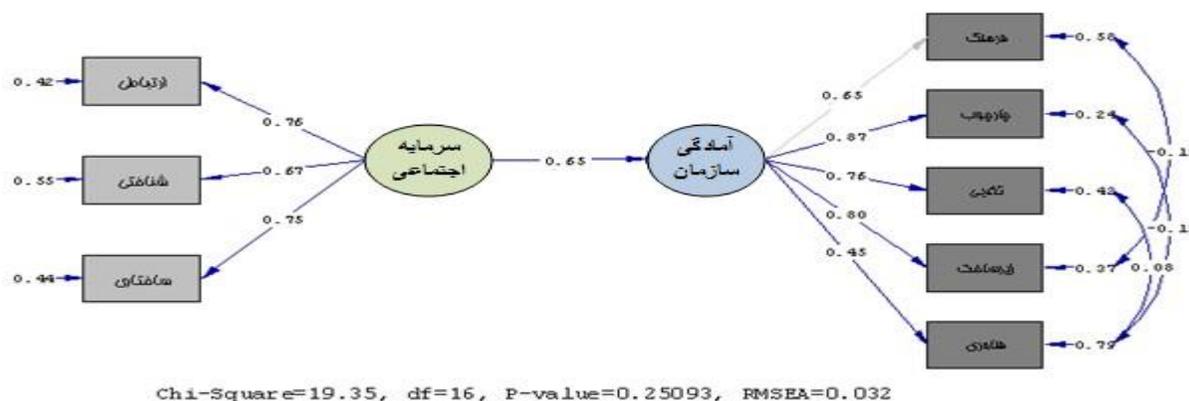


Figure 4. Conceptual Model 1

2-2-4- T-values conceptual model 2

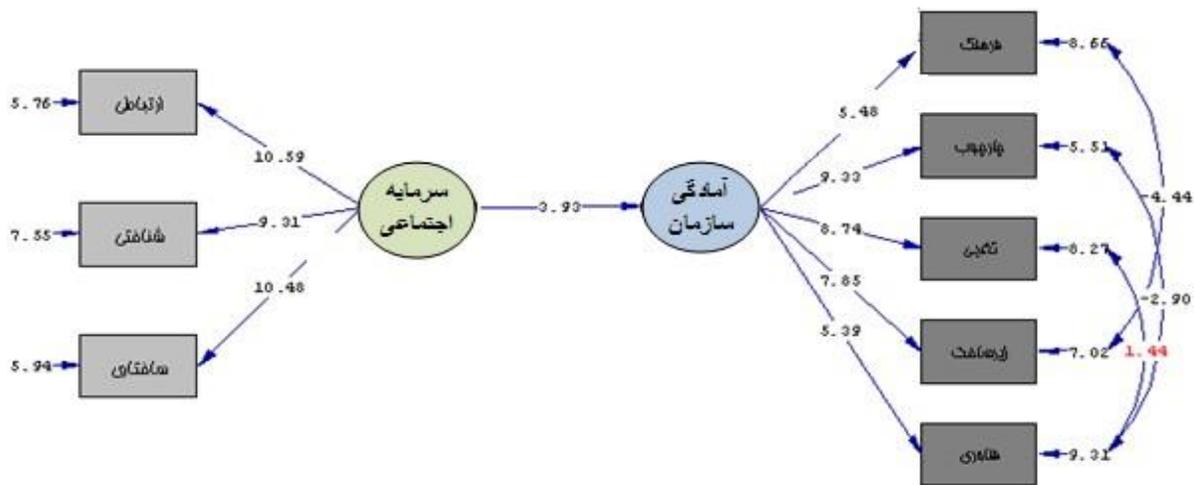
Here, by the raw data values for each parameter in the model, obtained an observed value of T that the analysis of the values is as follows:

When the number of samples is greater than 30 and T observed is greater than 1.96 to more than 95, the confidence of obtained relationship is significant. Therefore, according to the amount of T observed between social capital variables readiness organization with more than 3.93. So the relationship between above variables is significant by 95/0 confidences.



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Chi-Square=19.35, df=16, P-value=0.25093, RMSEA=0.032

Figure 5 -T-values conceptual model 1

3-4-Path analysis - Conceptual Model 2: Figure 6 shows Conceptual Model of relationship between identified factors in the study.

The conceptual model illustrates the relationships between variables that has not been tested their rightness or wrongness with empirical data.

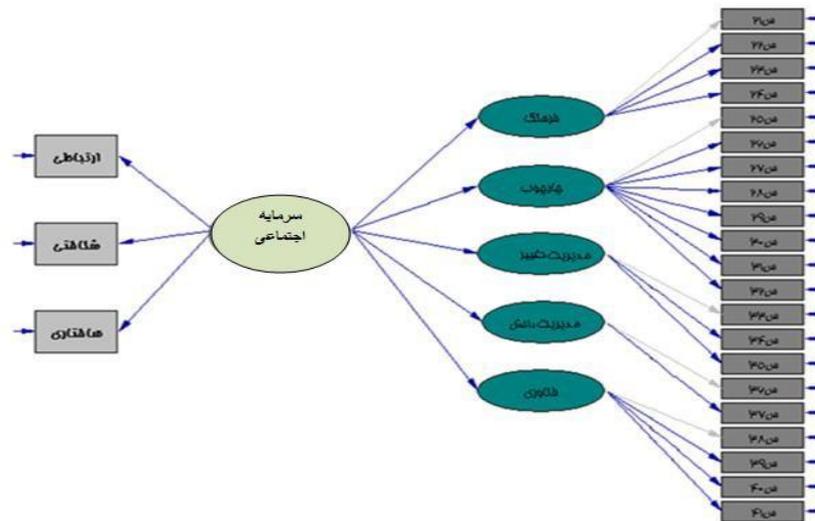


Chart 6-conceptual model 2



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To evaluate the path analysis model, proposed measures will be measured

Statistics	Amount	Desirable level
(CHI SQUARE)	1113/1	-
(DF) ¹	447	-
(CHI SQUARE/DF) ²	2/49	3<
(RMR)	0/041	0-05<
(RMSEA) ³	0/033	0-1<
(GFI) ⁴	0/96	0-9>
(AGFI) ⁵	0/91	0-9 >
(NFI) ⁶	0/93	0-9 >

Table 4. Results model fitting

According to the index (Table 4) and outputs LISREL software, we can say that the data are relatively well matched with model and indices are presented and indicated that a total model is a good model and experimental data are matched so well with that model. Now we check the details of the model and the model T-Values.

1-3-4-Standard estimation of conceptual model 2:

Figure 7 is estimated loadings. These values are values that show early predictor of raw scores, the scores are placed in the formula and then their LISREL software is calculated to researchers of observed test statistics T.

¹ Degrees of Freedom

² Root Mean Residual

³ Root Mean Square Error of Approximation

⁴ Goodness of Fit Index

⁵ Adjusted Goodness of Fit Index

⁶ Stock softened fitness



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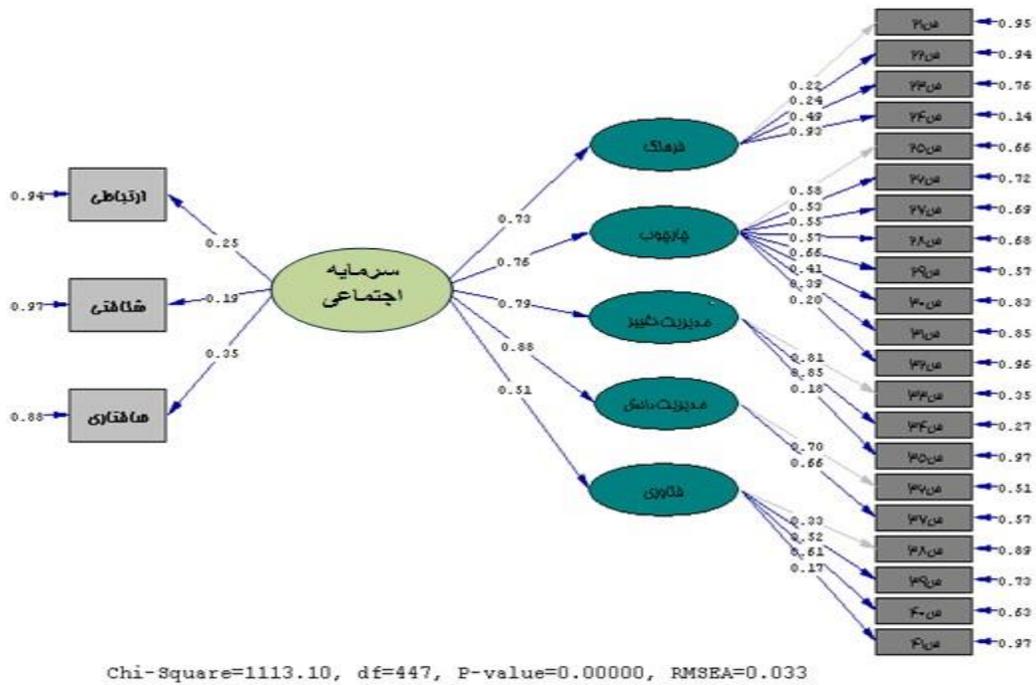


Figure 7 - Standard estimation of conceptual model 2

2-3-4- T-values conceptual model 2

Here by the raw data values for each parameter in the model obtained an observed value of T that the analysis of the values is as follows: Since the sample size is more than 30 and T observed in the chart between social capital and organizational readiness is more than 1.96 So, with more than 95.0 Check, significant relationship is obtained.



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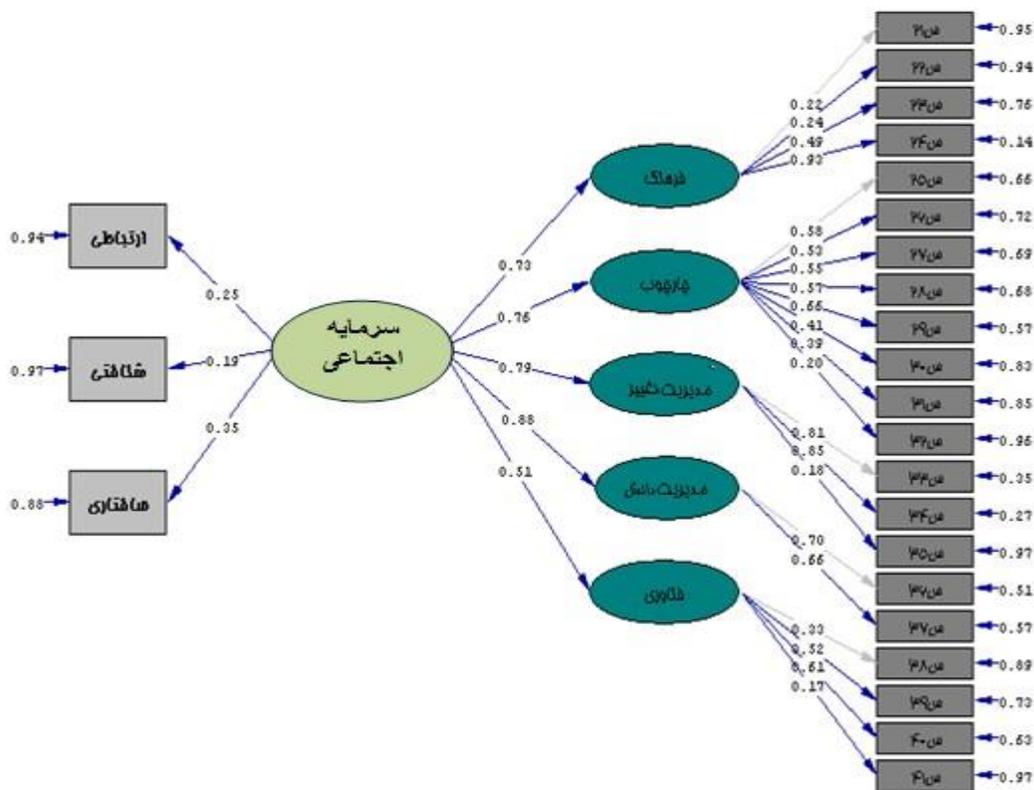


Figure 8 -T-values conceptual model 2

5. Conclusion and Summary

1.5 Findings

In Table 5 below, results showed that the main hypothesis according to conceptual model is considered.

Table 5 - Findings

Hypotheses	Hypotheses type	The test	T-Values	result	Communication/relation
1	There is a relation Between social capital and knowledge management is	0-065 <i>sig</i> = 0/000	7.75	The hypothesis is confirmed by 95%	Social capital is a strong positive influence on settlement knowledge management



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organizational readiness for deployment.

In Table 6, results showed that according to the conceptual model² and Accessory hypotheses are considered.

Hypotheses	Hypotheses type	The test	T-Values	result	Communication/relation
2	There is a relationship between social capital and cultural factors knowledge	0.73 <i>sig = 0/000</i>	2.27	The hypothesis is confirmed by 95%	A strong positive influence of social capital on individual and cultural factors
3	There is a relationship between social capital and organizational structure factors.	0.76 <i>sig = 0/000</i>	9.13	The hypothesis is confirmed by 95%	Positive and very strong influence of social capital on factors institutional framework
4	There is a relationship between social capital and change management factor.	0.79 <i>sig = 0/000</i>	9.76	The hypothesis is confirmed by 95%	Social capital is very strong and positive impact on the management of change
5	There is a relationship between social capital and knowledge	0.88 <i>sig = 0/000</i>	9.34	The hypothesis is confirmed by 95%	And very strong positive impact on the social capital of Knowledge Management



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	management factors.				
6	There is a relationship between social capital and technological factors.	0.51 <i>sig</i> = 0/000	3.04	The hypothesis is confirmed by 95%	And positively affecting the social medium of Technology

Table 6 - Findings

2.5 The research proposals:

Propose to defensive industry of research and similar institutions:

According to the main hypothesis confirmation and there is a strong relationship between social capital and organizational readiness for knowledge management, defensive industry study, organizations should seek ways to increase the level of capital ,so accordingly, organization readiness for the establishment of management knowledge will guarantee. It is suggested that to strengthen the social capital of the measures to be taken in the following areas.

1-2-5- Communication dimension:

* It is recommended to strengthen trust among employees, employee performance evaluation system of monthly activities also develop and evaluate based on actual performance, rating each employee to be determined.

*Staff motivation and satisfaction surveys conducted regularly and systematically in the organization and improvable areas of polls define as improvement projects in the organization and organization actions in response to the survey to inform employees.

*It is recommended that project managers instead of assigning tasks to in charge of production or research teams working, are used with employees who have complementary skills.



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2-2-5- Cognitive dimension:

* It is recommended to support the organization's management and its commitment to support the establishment of strategic management project and to review their insights and strategies with upstream organizations to take action.

*It is recommended that senior managers in lectures, conferences and meetings have focused on the ultimate goal of the organization. As well as the relevant institutions in the organization to create the institutionalization of defensive merit as a value plan has programmed.

3-2-5- Structural dimension:

*Organizational structure is designed to better communication and interaction as matrix structure.

*In order to make creative and innovative employees as well as the elimination of problems arisen in the design and manufacture products of this committee, by motivational material and immaterial ways and senior management support to be active.

*Career development and job enrichment are considered in the design of jobs. As well as between formal employment and occupation, there is no difference between official jobs and practical employee in the organization.

3.5 Offer to future researchers

*Leading organizations using innovation and creativity of our employees produce the products that are suitable for their customers and even beyond them. According to the defensive industry can face sanctions technology, can operate product leadership strategy to respond to customers' needs. So study the role of knowledge management in product leadership strategy recommended to future researchers.

*The role of knowledge management in the defensive industry as a research project management is recommended.

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