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THE IMPACT OF KNOWLEDGE MANAGEMENT COMPONENTS ON THE PERFORMANCE OF CULTURAL, ARTS AND MEDIA INSTITUTIONS

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Abstract

Knowledge is the most important factor in competition and the central source of cultural and arts institutions. Knowledge management has long been at the core of the duties of governments and institutions and has been an integral part of strategies, counseling and implementation planning. One of the factors of the progress and excellence of any institution is to improve its performance which can use knowledge as a sustainable competitive advantage. Effective functioning of cultural and arts institutions depends on the accurate and effective dissemination of knowledge and the proper orientation of organizational learning towards the goals and main performance of the organization. Therefore, knowledge such as financial resources and human resources must be managed at the institute.

Keywords: Knowledge Management, Performance, Institutions

Introduction

Most experienced writers define knowledge management as a process to find valuable information and make it necessary knowledge for decision making and action. Loti and Bairlin (2000) stated that the only sustainable competitive advantage for each company is the value the company makes for its customers. The source of this value is the creation and transfer of important information from employees that are directly related to customers to employees who are capable of creating new and important information and re-transfer from these employees to the first group staff for action. Most new information requires creativity and so creativity management for most companies is very important. Creativity is a developing process in which organizations create and define problems and then they create new knowledge for solving them. The continuous production and combination of collective knowledge of an organization gives a particular ability to a company so that it can act better on the market than others (Sarboland & Mirabdollahi, 2014).

Knowledge has become a critical determinant of competitiveness in the public sector, with executive organizations improving their competency in the turbulent environment through organizational knowledge management at organizational levels. On the other hand, service and policy making in the direction of the country's vision are two main activities of the organization and cultural and arts institutions. This knowledge is known as the most important competitive factor. Knowledge is the most important factor in competition and the central source of cultural and arts institutions. Effective functioning of cultural and arts institutions depends on the accurate and effective dissemination of knowledge and the proper orientation of organizational learning towards the goals and main performance of the organization. The retirement of the staff of cultural and arts institutions, as well as their transfer between different sectors, creates a new challenge for maintaining knowledge and preserving organizational memory and, consequently, training new staff. Over time, current staff of cultural institutions will retire for the next few years.
In addition, a major problem facing many cultural and arts institutions of the country is what extent is the impact of the use of knowledge management components on the performance of cultural, arts and media organizations that meanwhile they need to maintain the knowledge of senior staff on an initiative, and provide the field for the transfer of knowledge and learning to other staff, because otherwise, the vacuum of knowledge will occur at the individual levels and will impose the costs of training and improving human resources for cultural and arts institutions. Therefore, gaining knowledge from senior staff and then transferring it to other staff as well as updating the learning (organizational learning) is a vital task for cultural institutions over time. In addition to the above, the increasing rise of knowledgeable citizens forces cultural and arts institutions to be established and updated at the head of knowledge. Knowledge management states that the most important sources of cultural and arts institutions are the knowledge of its employees. This emphasis and focus is due to the increasing acceleration of changes in the organization and the entire society. In general, KM states that today almost all matters require knowledge-based work and so all employees should be transformed into knowledgeable employees in a way. This means that creating, sharing, store and Knowledge apply is one of the most important activities of each individual in each organization in order to improve the performance of cultural, arts and media institutions.

Statement of Problem

Knowledge management has long been at the core of the duties of governments and institutions and has been an integral part of strategies, counseling and implementation planning. Governments and institutions now recognize the importance of knowledge management in policymaking and service delivery to the public and in some government sectors, knowledge management is on the government agenda. The concept of knowledge management is not new.

Organizations have experienced knowledge management in many different ways to make decisions and produce goods and services, but these experiences have not been systematic in principle. Basically, what's new about knowledge management is awareness to the knowledge management process. To run knowledge management in organizations without the knowledge and wisdom will not achieve to all the benefits of it. Intelligent management of knowledge through systematic and holistic approaches can increase awareness of individuals and organizations about the benefits of knowledge management (Davaei & et al, 2011). To understand the concept of knowledge management, first, the differences between data, information, and knowledge must be identified. The term of knowledge is one of the most misleading aspects of knowledge management.

Data and data words are often used instead of knowledge. But the reality is that they have different meanings and understanding their differences for the successful implementation of knowledge management is important. In general, data are raw facts. To be valuable, data must be processed (In a custom context) to become information which could be decided. Knowledge is considered as meaningful information. The relation between data, information and knowledge of a recursive type (the relationship between data, information, and knowledge are in such a way that all three entities can be infinitely convertible to each other) and it depends on the amount of "organization" and "interpretation". Data and information are distinguished from each other through their "organization" and information and knowledge through their "interpretation". So knowledge is neither data nor information. Knowledge is understood through experience, reasoning, intuition, and learning and individuals can develop their knowledge when share their knowledge with others and as a result of combining knowledge with each other, new knowledge is created.

With increasing complexity of business environment every decade, more criteria were considered in the term of performance (Jazayeri, 2006). Continuous improvement in the performance of organizations creates a huge synergy force that can support the growth and development program and create organizational excellence. Governments and organizations and institutions put forward a strenuous effort. Without examining and knowing the extent of progress and achievement of goals without identifying the challenges faced by the organization and gaining feedback and knowing the extent to which developed policies are implemented and identify cases that require serious improvement, continuous improvement of performance will not be possible. All of these are not measurable and evaluable. English physicist Lord Clovin says about the necessity of measuring: "Whenever we can measure what we are talking about and express it in terms of numbers, we can claim that we know about the subject under discussion. Otherwise, our knowledge was incomplete and would not reach maturity" (Rahimi, 2006).
Figure 01: Conceptual Model of Research, Gilaninin, Babaei & et al (2011)

Performance is essential in all organizations, governmental and non-governmental, profit-making and nonprofit, and even families. Accepted criteria should be available for such an assessment. Criteria should consider as much as possible different aspects of functional constraints in organizational environments. Each of these criteria has the characteristics that apply in specific cases and the general use of these criteria has been widely criticized (Tavalaei, 2007). Therefore, according to the stated content, the following model can be proposed for doing research:

Selected Knowledge Management Components

From another point of view, there are two types of knowledge in organizations that are known as explicit or tacit or concealed knowledge. Many studies show that only 20% are explicit knowledge and the remaining 80% are tacit and hidden. Explicit knowledge is the knowledge that there is clearly enough to understand it. Book, article, lecture, organizational coding methods, and other similar documents are examples of this type of knowledge. But tacit knowledge can be found within the minds of humans, the organization's procedures, and cultural reserves of various societies. Tacit knowledge is usually in the domain of personal, cognitive, and empirical knowledge, while explicit knowledge refers to knowledge that has a more objective and rational aspect. Exceptional knowledge is normally well-documented and accessible. Pulani says distinguishing among two knowledge: "We can know more than we speak." He basically says that the expression of tacit knowledge with words is difficult. Explicit knowledge is easily computer processing, transmission and storage of electronic data bases; but the subjective nature of tacit knowledge makes it very difficult to process and transfer knowledge acquired through logical and structured means. For tacit knowledge in the organization to be transmitted and expanded, knowledge must be converted into words or numbers that it is understandable for everyone.
According to the research model, the hypotheses are expressed as follows:

1- Knowledge creation affects the performance of cultural and arts and media institutions.
2- Knowledge store affects the performance of cultural and arts and media institutions.
3- Knowledge sharing affects the performance of cultural and arts and media institutions.
4- Knowledge apply affects the performance of cultural and arts and media institutions.

Discussion and Conclusion

One of the factors of the progress and excellence of any institution is to improve its performance which can use knowledge as a sustainable competitive advantage. Therefore, knowledge such as financial resources and human resources must be managed at the institute. Improving performance is very effective in managing the institution and achieving its goals. The performance of an institution is to state the survival of the institution in the environment, so that management's emphasis on the role of employees in improving performance has revealed its importance and can take the form of infrastructure investments in the human resources sector. Investments are made through influence in the realm of work. Despite such a situation, one can expect high and desirable performance from the institute. Knowledge management states that the most important sources of cultural and arts institutions are the knowledge of its employees. This emphasis and focus is due to the increasing acceleration of changes in the organization and the entire society. In general, knowledge management states that today almost all matters require knowledge-based work and so all employees should be transformed into knowledgeable employees in a way. This means that creating, sharing, store and knowledge apply is one of the most important activities of each individual in each organization in order to improve the performance of cultural, arts and media institutions.

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