

## STUDY THE EFFECTS OF KNOWLEDGE MANAGEMENT ON THE MANAGEMENT OF MEDIA ORGANIZATIONS

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### ABSTRACT

Today, it is obvious that the organization can succeed, if they are led by qualified decisions and the decision cannot be worthy without knowledge. Since media organizations are facing with new needs and diversity of the audience, tastes, interests and tendencies of a new audience and technology changes; therefore, knowledge management in the organization seems necessary in order to accommodate with environmental conditions and strengthening. The research method was a descriptive correlational and the study population included all employees of media organizations (radio, television, press, etc.) in Tehran city and 380 employees and managers were selected and analyzed by using available sampling method. The data collection tool is a questionnaire in this study. The data obtained were analyzed through questionnaires using SPSS software and Pearson and regression statistical tests. In general, the results showed that the use of knowledge management, knowledge preservation, knowledge transfer, knowledge creation, knowledge application has positive and significant impact on the management of media organizations. In addition, regression test results confirmed the strength of this relationship as much as the probability level of 99 percent.

**Keywords:** *Knowledge management, knowledge preservation, management of media organizations*

### PROBLEM STATEMENT

Organizations are always influenced by the environment, which is called "effective factors". These factors and variables are usually less supervised. However, if the organization can identify and control the effective environmental factors and reduce the amount of their complexity, can better perpetuate its survival. Today, the management of organizations can be successful considering the circumstances and the requirements of external and internal environments and proportional to the changes (Zomorodian, 2004). It seems that the most appropriate method to prevent deterioration and continue surviving is to increase information and dissemination of knowledge between employees of different levels of organization (Alvani, 1994). Because knowledge is one of the most important and most valuable asset of any organization. Knowledge is a driving force for organizational growth. Today's era is the era of knowledge-based organizations. In order to achieve new knowledge resources, knowledge management pay attention to new theories, such as community-oriented knowledge management, which aims to achieve massive resources of customer knowledge (Retna & Tee NG, 2011).

Most experts in knowledge management believe that this is a comprehensive management concept, which is a combination of human dimensions, psychology, sociology and technology. In fact, knowledge management allows organizations to distribute ideas, documents and information. In long term, knowledge management can create a unique culture by which knowledge should be considered as a continuous task that is constantly growing and changing. But a more general definition of knowledge management raised by Snowden which is based on clear distinction between tacit and explicit knowledge and consists of identification, optimization and active management of smart investments, which is stored in the form of explicit knowledge in artifacts such as books, etc. or in the form of tacit knowledge in the minds of individuals or groups. Optimization of explicit knowledge is carried out through permanent access to knowledge artifacts and optimization of tacit knowledge is done by creating communities and groups to keep track of various knowledge (Snowden, 2000). Knowledge management is significantly effective in improving the reliability of decision-making processes and the quality of its results and is used to determine the relationships between new information, knowing the facts, learn and determine the system values. Knowledge management helps to facilitate the flow of knowledge and can lead to faster and more effective integration of customer

knowledge (Retna & Tee NG, 2011). Knowledge management also contributes to transparency in the process of integration of knowledge in other groups, such as employees (Change et al, 2010). Once customer relationship management be implemented, knowledge management program can expand current knowledge in relation to the customer (Retna & Tee NG, 2011).

Knowledge management provides tools, processes and databases to share knowledge to customers and employees. This enables organizations to realize the value of customer knowledge integration and ultimately, it is used to provide superior service to customers. Therefore, employees are more willing to share knowledge, so that they can see the value derived from it (Murry, 2006). Tsong also believes that knowledge management is a process through which organizations employ their own collected data (Tsong, 2009).

Knowledge management is a complex and dynamic issue, the success of knowledge management requires a systematic approach that considers all the factors, components and processes of knowledge management (Abtahi and Salavati, 2006). Implementation of knowledge management systems should communicate between individuals, so that they enable to think together and spend some times to share information, views and experiences that are useful for their company (MladKova, 2012). Many of these organizations believe that knowledge is their most important asset, but in practice they are less loyal to this claim. One of the main reasons for this is that organizations do not know how they refer to knowledge management, knowledge management models for this purpose are examined in this section. Various models have been shaped based on the attitude that experts have adopted in relation to knowledge management.

Knowledge management is the systematic process of searching, selecting, organizing, filtering and displaying information in a way that employees understand the specific context of improving and organization and gain a better understanding of their experiences. Knowledge management processes help organizations in problem solving, dynamic learning, strategic planning, decision making and protect intellectual property from erosion and degradation and leads to increased flexibility and increase organizational intelligence (Erabi and Mousavi, 2010). Knowledge management is a new foundation and organizational perspective that changes relationships between employees in an organization, focuses on the chain relationship between knowledge and action and continuously improve organizational efficiency. Useful knowledge is something that leads to an effective and flexible think (Toumi, 2002). To this end, it is important to identify sources of knowledge. Efficient knowledge management can achieved clear and tangible results from resources, develop a culture of knowledge sharing within the organization and solves the issues of the day. Three overall knowledge management activities include: information management, qualitative movement and human movement or human factors (Prusak, 2001).

Today, it is obvious that the organization can succeed, if they are led by qualified decisions and the decision cannot be worthy without knowledge. Since media organizations are facing with new needs and diversity of the audience, tastes, interests and tendencies of a new audience and technology changes; therefore, knowledge management in the organization seems necessary in order to accommodate with environmental conditions and strengthening.

## **LITERATURE BACKGROUND**

Salehi (2011), in an article entitled "the importance of knowledge management in media organizations" examined the status of knowledge management in radio and improving its quality. He concluded that knowledge management has not good situation in radio and in the end gave recommendations for its improvement.

Najaf Beigi, R. (2009) in an article titled "learning organization model in the Islamic Republic of Iran Broadcasting" came to the conclusion that IRIB is away from the effective situation of a learning organization and employee performance in team learning and changing in the mental models is more satisfying than managers and other features of the level of learning efforts in two groups are the same. A practical model and practical advice in this regard is proposed In order to reduce the distance to

effective conditions and strengthen the required skills in IRIB based on the analysis results and theoretical arguments.

Hashemi (2011), in his thesis, examined the impact of implementation of knowledge management on the economic effectiveness of media (a survey in IRIB). The findings confirmed the effect of knowledge management on the economic effectiveness and this effect was not only significant in terms of development of knowledge. By comparing the results of this study and previous investigations, he found that all dimensions and variables used in these conceptual and analytical models are effective in increasing economic effectiveness.

Irandoost (2015) in a dissertation, entitled "the proposed model of knowledge management for IRIB using the administrators, professors and experts in the IRIB and universities" proposed an applicable native model to this organization. In this regard, 15 managers and professors who are teaching in the field of knowledge management in universities of IRIB, Tehran and Allameh Tabatabaei and are active to carry out projects in this area and in general, were familiar with the area, as well as managers at the IRIB who work somehow with KM, were selected by theoretical sampling method; then, using in-depth interviews and mechanisms of underlying theories, the interviews gathered and the data were analyzed in three stages including open coding, axial and selective. After analyzing the interview, 226 concepts were extracted and these concepts were divided in 73 sub-categories, 21 categories and finally 3 axial categories. With open, axial, and selective coding, three-dimensional model in knowledge management can be created in IRIB. The dimensions of this model include "centers and knowledge resources, infrastructure requirements of knowledge management and knowledge management process". The first dimension refers to the knowledge centers in IRIB that knowledge resources are the main focus of knowledge management process. Infrastructure requirements in the form of ten categories refers to the infrastructure necessary for the implementation of knowledge management in IRIB and finally, we reached a process in IRIB, which has 9 element and refers to the effectiveness of knowledge flow in the IRIB.

## METHODOLOGY

The overall objective of this study was to investigate the role of knowledge management on the management of media organizations. The research method was a descriptive correlational and the study population included all employees of media organizations (radio, television, press, etc.) in Tehran city and 380 employees and managers were selected and analyzed by using available sampling method. The data collection tool is a questionnaire in this study. The data obtained were analyzed through questionnaires using SPSS software and Pearson and regression statistical tests.

## ANALYSIS OF THE RESEARCH FINDINGS

The main hypothesis: It seems that implementation of knowledge management has a positive and significant effect on the management of media organizations.

**Table 1:** Pearson correlation coefficient

		management of media organizations	implementation of knowledge management
management of media organizations	Pearson correlation	<b>1</b>	<b>.765**</b>
	Significant level.		<b>.000</b>
	Number	<b>380</b>	<b>380</b>
implementation of knowledge management	Pearson correlation	<b>.765**</b>	<b>1</b>
	Significant level.	<b>.000</b>	

	Number	<b>380</b>	<b>380</b>
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Pearson test was used to determine the effect of knowledge management on the management of media organizations. Since the significance level of the test is equal to 0 and less than 1% and as a result, knowledge management is effective on media organization as much as 99 percent. In addition, the amount of correlation is equal to (0.765) and is positive and this shows that the effect is direct.

**Table 2:** Summary of model

Multiple correlation coefficient	Coefficient of determination	Adjustment factor	Estimation error
<b>.765<sup>a</sup></b>	<b>.585</b>	<b>.584</b>	<b>7.33503</b>

According to the table above, the coefficient of determination shows that 58% of the changes in the management of media organizations are related to the variable of knowledge management.

**Table 3:** Analysis of variance

Model	Sum of squares	Degrees of freedom	Average of squares	F-statistics	Significance level
regression	<b>30222.152</b>	<b>1</b>	<b>30222.152</b>	<b>561.723</b>	<b>.000<sup>a</sup></b>
Remaining	<b>21413.445</b>	<b>378</b>	<b>53.803</b>		
Total	<b>51635.597</b>	<b>379</b>			

Regression test was used to evaluate the relationship between these two variables. Since the significance level of the test is equal to 0 and less than 1%, we conclude that the severity of this effect is significant as much as probability level of 99 percent.

First secondary hypothesis: It seems that knowledge creation has a positive and significant effect on the management of media organizations.

**Table 4:** Pearson correlation coefficient

		management of media organizations	knowledge creation
management of media organizations	Pearson correlation	<b>1</b>	<b>.776<sup>**</sup></b>
	Significant level.		<b>.000</b>
	Number	<b>380</b>	<b>380</b>
knowledge creation	Pearson correlation	<b>.776<sup>**</sup></b>	<b>1</b>
	Significant level.	<b>.000</b>	
	Number	<b>380</b>	<b>380</b>

Pearson test was used to determine the effect of knowledge creation on the management of media organizations. Since the significance level of the test is equal to 0 and less than 1% and as a result, knowledge creation is effective on media organization as much as 99 percent. In addition, the amount of correlation is equal to (0.776) and is positive and this shows that the effect is direct.

**Table 5:** Summary of model

Multiple correlation coefficient	Coefficient of determination	Adjustment factor	Estimation error
.776 <sup>a</sup>	.603	.602	7.17780

According to the table above, the coefficient of determination shows that 60% of the changes in the management of media organizations are related to the variable of knowledge creation.

**Table 6:** Analysis of variance

Model	Sum of squares	Degrees of freedom	Average of squares	F-statistics	Significance level
regression	<b>31130.301</b>	<b>1</b>	<b>31130.301</b>	<b>604.227</b>	<b>.000<sup>a</sup></b>
Remaining	<b>20505.296</b>	<b>378</b>	<b>51.521</b>		
Total	<b>51635.597</b>	<b>379</b>			

Regression test was used to evaluate the relationship between these two variables. Since the significance level of the test is equal to 0 and less than 1%, we conclude that the severity of this effect is significant as much as probability level of 99 percent.

Second secondary hypothesis: It seems that knowledge preservation has a positive and significant effect on the management of media organizations.

**Table 7:** Pearson correlation coefficient

		management of media organizations	knowledge preservation
management of media organizations	Pearson correlation	<b>1</b>	<b>.733<sup>**</sup></b>
	Significant level.		<b>.000</b>
	Number	<b>380</b>	<b>380</b>
knowledge preservation	Pearson correlation	<b>.733<sup>**</sup></b>	<b>1</b>
	Significant level.	<b>.000</b>	
	Number	<b>380</b>	<b>380</b>

Pearson test was used to determine the effect of knowledge transfer on the management of media organizations. Since the significance level of the test is equal to 0 and less than 1% and as a result, knowledge transfer is effective on media organization as much as 99 percent. In addition, the amount of correlation is equal to (0.741) and is positive and this shows that the effect is direct.

**Table 8:** Summary of model

Multiple correlation coefficient	Coefficient of determination	Adjustment factor	Estimation error
<b>.733<sup>a</sup></b>	<b>.538</b>	<b>.536</b>	<b>7.74486</b>

According to the table above, the coefficient of determination shows that 53% of the changes in the management of media organizations are related to the variable of knowledge transfer.

**Table 9:** Analysis of variance

Model	Sum of squares	Degrees of freedom	Average of squares	F-statistics	Significance level
regression	<b>27762.409</b>	<b>1</b>	<b>27762.409</b>	<b>462.839</b>	<b>.000<sup>a</sup></b>
Remaining	<b>23873.189</b>	<b>378</b>	<b>59.983</b>		
Total	<b>51635.597</b>	<b>379</b>			

Regression test was used to evaluate the relationship between these two variables. Since the significance level of the test is equal to 0 and less than 1%, we conclude that the severity of this effect is significant as much as probability level of 99 percent.

Third secondary hypothesis: It seems that knowledge preservation has a positive and significant effect on the management of media organizations.

**Table 10:** Pearson correlation coefficient

		management of media organizations	knowledge transfer
management of media organizations	Pearson correlation	<b>1</b>	<b>.741<sup>**</sup></b>
	Significant level.		<b>.000</b>
	Number	<b>380</b>	<b>380</b>
knowledge transfer	Pearson correlation	<b>.741<sup>**</sup></b>	<b>1</b>
	Significant level.	<b>.000</b>	
	Number	<b>380</b>	<b>380</b>

Pearson test was used to determine the effect of knowledge preservation on the management of media organizations. Since the significance level of the test is equal to 0 and less than 1% and as a result, knowledge preservation is effective on media organization as much as 99 percent. In addition, the amount of correlation is equal to (0.741) and is positive and this shows that the effect is direct.

**Table 11:** Summary of model

Multiple correlation coefficient	Coefficient of determination	Adjustment factor	Estimation error
<b>.741<sup>a</sup></b>	<b>.550</b>	<b>.549</b>	<b>7.64272</b>

According to the table above, the coefficient of determination shows that 55% of the changes in the management of media organizations are related to the variable of knowledge preservation.

**Table 12:** Analysis of variance

Model	Sum of squares	Degrees of freedom	Average of squares	F-statistics	Significance level
regression	<b>28387.964</b>	<b>1</b>	<b>28387.964</b>	<b>486.003</b>	<b>.000<sup>a</sup></b>
Remaining	<b>23247.634</b>	<b>378</b>	<b>58.411</b>		
Total	<b>51635.597</b>	<b>379</b>			

Regression test was used to evaluate the relationship between these two variables. Since the significance level of the test is equal to 0 and less than 1%, we conclude that the severity of this effect is significant as much as probability level of 99 percent.

Forth secondary hypothesis: It seems that knowledge application has a positive and significant effect on the management of media organizations.

**Table 13:** Pearson correlation coefficient

		management of media organizations	knowledge application
management of media organizations	Pearson correlation	<b>1</b>	<b>.807<sup>**</sup></b>
	Significant level.		<b>.000</b>
	Number	<b>380</b>	<b>380</b>
knowledge application	Pearson correlation	<b>.807<sup>**</sup></b>	<b>1</b>
	Significant level.	<b>.000</b>	
	Number	<b>380</b>	<b>380</b>

Pearson test was used to determine the effect of knowledge application on the management of media organizations. Since the significance level of the test is equal to 0 and less than 1% and as a result,

knowledge application is effective on media organization as much as 99 percent. In addition, the amount of correlation is equal to (0.807) and is positive and this shows that the effect is direct.

**Table 14:** Summary of model

Multiple correlation coefficient	Coefficient of determination	Adjustment factor	Estimation error
<b>.807<sup>a</sup></b>	<b>.651</b>	<b>.650</b>	<b>6.73139</b>

According to the table above, the coefficient of determination shows that 65% of the changes in the management of media organizations are related to the variable of knowledge application.

**Table 15:** Analysis of variance

Model	Sum of squares	Degrees of freedom	Average of squares	F-statistics	Significance level
regression	<b>33601.601</b>	<b>1</b>	<b>33601.601</b>	<b>741.568</b>	<b>.000<sup>a</sup></b>
Remaining	<b>18033.996</b>	<b>378</b>	<b>45.312</b>		
Total	<b>51635.597</b>	<b>379</b>			

Regression test was used to evaluate the relationship between these two variables. Since the significance level of the test is equal to 0 and less than 1%, we conclude that the severity of this effect is significant as much as probability level of 99 percent.

## CONCLUSION AND RECOMMENDATIONS

In general, the results showed that the use of knowledge management, knowledge preservation, knowledge transfer, knowledge creation, knowledge application has positive and significant impact on the management of media organizations. In addition, regression test results confirmed the strength of this relationship as much as the probability level of 99 percent. Today, the old ways of managing organizations cannot be responsive to changes in the surrounding environment and uncertainty in organizational environments has increased due to the increasing complexity and speed of developments. As a result, organizations need to have knowledge and widespread awareness of environmental factors, so that they can adapt to environmental changes. The experts pay more attention to knowledge management in order to solve the problems caused by environmental changes, new technologies and gain competitive advantage. Knowledge-based organizations must have the ability to adapt to environmental conditions and strengthen their ability to problem-solving. Each individual should be encouraged in order to collect information, so that knowledge management can be improved. All employees should be aware of the kind of knowledge that may be useful for the organization, so that they can acquire this knowledge when they face with it. Knowledge can be achieved through formal channels such as conferences, internet, newspapers, magazines and informal channels such as social gatherings, movies and other items. Knowledge-based organizations should be creative about thinking and learning. Including activities to encourage dynamic thinking and creative learning, we can point out to encourage for doing creative and risky endeavors and holding educational workshops. Employees in this department should be taught in the field of knowledge preservation and knowledge retrieval. In fact, they should be aware of the kind of knowledge they need knowledge and resources to save them. Employees need to know how to communicate with centers of knowledge and access to information from around the world. This department must maximize knowledge transfer within the organization. Rotation and continuous changes in duties is highly effective way to transfer knowledge in the organization. The preserved knowledge stored be



easily accessible for all tasks. Knowledge transfer should be considered as a professional responsibility and a part of the job. Units and projects that carry out knowledge production, should be supported.

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