

# Dimensions of Knowledge Management and Its Impact on the Effective Outcomes of Innovation in Iranian Organizations

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## ABSTRACT

In the information age, managers by understand the importance and value of knowledge in their decision making process, are to seek the ways and techniques of knowledge management at all levels of their organization. Despite being in the age of knowledge-based, increase competition among firms on a global scale has caused and breakdown or failure or breakdown of the areas of knowledge management and strategic innovation management is an important issue, lack of understanding of the relationship between these two issues and use of this asset in organizations, compromising their survival. This analytical - descriptive study was conducted to evaluate the knowledge management and its impact in creating the innovation outcomes. Using literature are shown the relevance of two issues in a conceptual model. Based on results, knowledge management focus through all three components of knowledge, base of knowledge and knowledge management in innovation can affect outcomes. In fact, in such an environment in which creativity, innovation, self-belief and fertility have knowledge of data and their conversion occurred. Thus the efficiency and effectiveness of organizations efficiency and effectiveness of human resources and staff depend on it. The dissemination of knowledge and the creation of a learning environment of the most important factors affect the performance of employees.

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## 1. Introduction

In the categories that have been presented by business experts, 1980s, the quality movement (emphasized that in order to achieve better quality, all staff must make better use of their intellectual power); 1990s, the reengineering (use

of technology to improve business processes and reduce costs) and 2000s, knowledge management decades have called (Monavarian & Asgari, 2009).

In the era of knowledge-based, competitive advantage in organizations based on intangible

assets is based. Today's, what is more competitive the organizations, is the effective management of knowledge and other intangible assets (Jhanbkhsh nia, 2015).

Despite being in the age of knowledge-based, increase competition among firms on a global scale has caused and breakdown or failure or breakdown of the areas of knowledge management and strategic innovation management is an important issue, lack of understanding of the relationship between these two issues and use of this asset in organizations, compromising their survival. Instead, strategic issues and the application of knowledge management in innovation management processes that allows organizations to improve their performance forgiven. In the past, organizations relying on new innovations to improve the performance of organizations asked themselves: How innovation can enhance organizational performance, while today rely on knowledge innovation as a potential source of competitive advantage are asking themselves: How to use knowledge innovation, we enable the turbulent world of business to achieve our long-term competitive advantage ? (Rodríguez, 2013)

Rapid changes in today's world, organizations face different challenges; but in the meantime, organizations are successful and the management tools and new technologies, created opportunities to their advantage. Knowledge management is one of these tools. Despite the fact that knowledge is essential as a source for organizational survival and global trade organizations achieve success provided an in-depth knowledge and understanding of all levels, but many organizations still do not pay attention to knowledge management seriously. To survive in today's world such that every organization is responsive to changes that it is not possible except by knowledge and creativity (Azmi, 2010).

So managers can use this information to make the right decisions in order to achieve organizational

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goals. In this article we have tried to define and explain the importance and necessity of knowledge management and the consequences of innovation in organizations and institutions, the need for employees to be paid in decision-making processes and operations managers. This research can enrich the research literature on knowledge management and innovation outcomes provide deeper insights for managers. Therefore, such studies for a deep understanding of the subject and apply theoretical knowledge to organizations and institutions are essential.

### 1.5. Research Methodology

This study is an analytical - descriptive research. Through reviewing the two main issues discussed in the study seeks to provide a model for this subject, to be able demonstrate importance of combining these two issues as well. The obtained model can be applied to companies, if they have a comprehensive perspective to all its dimensions and using in their decision making process.

## 2. Theoretical Framework And Literature

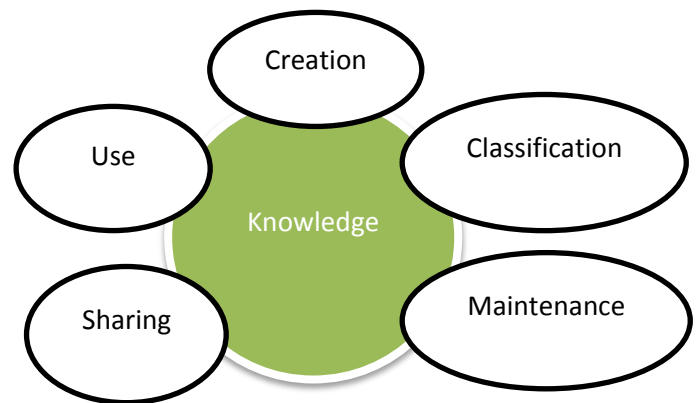
### 2.1 The Concept Of Knowledge Management

Knowledge management is the process of creative, effective and efficient use of all the knowledge and information available to the organization to customer's benefit as a result, the profit of the organization itself or in other word the process of converting tacit knowledge into practical knowledge (Nambizan, 2007) (Jhanbkhsh nia, 2015).

Knowledge management refers to a set of processes as a result of knowledge acquired, stored and used and the purpose of the exploitation of intellectual property in order to increase productivity, create new value and increase competitiveness (Garcia, 2008).

History of knowledge management turns to 90s. Since the early 90s, knowledge management as a new method of management is debate of content

management and other spheres relied. This method, in fact evolves other methods of management, not something that suddenly is discovered and can be implemented within 6 months within the organization. Successful organizations have found that their most important asset knowledge and some basic principles of knowledge management, there are organizations and their staff and knowledge management in the organization sees as a key success factor. For this reason, large investments have to apply this type of cost management. Efforts have long history and include discussions about jobs, internships official, discussion and exchange of ideas, vocational and advising training programs. Recently, with the increasing use of computers in the second half of the twentieth century, technologies such as knowledge base, expert systems, group decision support systems, intranets and work collectively with computer support are offered to further improve such efforts. The five areas of knowledge management in organizations operating in the field of education, feedback, retrain and provide training to remove or usually to create, preserve and restore capabilities of the organization is required. Many information professionals with systematic storage and retrieval and reuse information for the act, but in a knowledge-based organization focusing only on this aspect alone is not enough, but information should be based on real business needs, in terms of quality control and join to relevant business processes. Through common ties between business intelligence and mental processes and the man eventually new knowledge and understanding is created. In fact, the space created in the field of knowledge and new ideas the development and further change to more profitable business is established. Knowledge management cycle is shown in Figure 1-1 (Jafari, 2003).



**Figure 1-1,** Knowledge management cycle (Jafari, 2003)

### **The Necessity and Importance of Knowledge Management**

The experience suggests that organizations that closed and to meet the long term needs of the knowledge management in the social and technical relations are cautious. Although this is technically feasible by acquiring solutions, but to achieve knowledge management, should be a collaborative environment, create collaboration and knowledge sharing. According to the study, "Earnest" and "Jung" fifty percent of the experts believe that changing human behavior is one of the executive issues of knowledge management. Because of the changing trends in knowledge management projects and strengthening of traditional and new technologies is emphasized. Generally, an agent for growth and development in all fields and superiority over its rivals, need to set up and implement the system at four different fields. These systems include enterprise resource planning and management system, customer relationship management, supply chain management system and knowledge management system. Underscoring the need for this proposed system with other systems reason firmly in place and improve knowledge management system and its role in the development of enterprises in the twenty-first century (Lvayz, 2003).

**2.2 The Concept of Innovation**

The creativity has manifested and put into operation, in other words, innovation means finding creative thought; it is to provide innovative products, processes and new services to market; innovation is the use of mental abilities to create a new thought or concept (Rodríguez, 2008).

Creativity is mental aspects, innovation, has scientific aspects. Innovation is the final product

of creativity (Amir hosseini, 2006). Creativity of new ideas and unknown, but innovation can change and transform existing product or service (Mir miran, 2007).

Several definitions of creativity and innovation provided that a number of them are mentioned below:

Creativity, creating exquisite blend to resolve the paradox, in the form of an idea that is placed outside of the solution (Mir miran, 2007)

In Table 2-1 Some researches has been done in the field of knowledge management and innovation

**Table 2-1:** researches in the field of knowledge management and innovation

No	Research title	Author	Research results
1	Examine and clarify the role of customer knowledge management to improve organizational performance	Haji Karimi and Mansourian (2012)	Scientific studies and management, show that collaborate with customers and create a platform to express interest and new product innovations and they can be a factor to the positive performance of employees.
2	The relationship between knowledge management, innovation and organizational performance	Allame & zare (2014)	Today, knowledge as a key competitive asset and valuable as a basis for sustainable growth and a key to sustainable competitive advantage is an organization. Innovation process depends heavily on knowledge and knowledge management and human capital must be considered as a factor in every type of business. Knowledge management and innovation both can create value for the organization and improve employee performance. Understanding the relationship between knowledge management and innovation and its influence on employee performance can guarantee growth, efficiency and effectiveness of higher and a knowledge management system for efficient use of its resources and as a result will be more innovative and better performance. At first, knowledge management and innovation and then the relationship between these two factors and organizational performance debated. The results show the influence on knowledge management and innovation.
3	Knowledge Management and the Effectiveness of Innovation Outcomes: The Role of Cultural Barriers	Rodríguez (2013)	Both explicit and tacit knowledge play a key role in organizational innovation. The results show cultural barriers has moderate impact on knowledge innovation. Also, in cases such as interpersonal conflict, lack of motivation and resistance to change could impede innovation in the organization. This study illustrates the importance of obtaining and using knowledge in a culture that leads to sharing knowledge.

4	Check empower empowerment through knowledge management and knowledge management process variable from the perspective of managers of small and medium enterprises in the province	Madhoshi and NornezhadNoush (2014)	In the province's small and medium enterprise knowledge management enabling the direct impact on empowerment and indirect impact through knowledge management process is significant.
5	Godarzvand chegini & Farahbod (2012)	Explaining the performance of manufacturing companies in Gilan using knowledge management	The findings showed and there is a positive correlation between the knowledge management capabilities, speed and innovation amount of with company performance.
6	The role of knowledge management in innovation	Dehghani (2014)	Research in the early importance of tacit knowledge in the creative process, the role of tacit knowledge in innovation management has identified and mentioned some of the problems it is creating and sharing. Then, based on the latest research in this field, an integrative model to illustrate the effect of tacit knowledge on the successful management of innovation described and presented, at the end of the key levers identified tacit knowledge management and positive effects on innovation success will be analyzed. Strategic knowledge management occurs when a group responsible thing rarely happens, an exceptional project, and will be responsible to do the same from the experience of others within the organization did not used. In this mechanism, often upper management Partnership and determine the type of knowledge needed to do the job. Kind of knowledge that is transmitted can be both hidden and obvious. Transmission occur expert in public knowledge of an expert resource within and outside the organization in order to enable the group to solve new problems with methods and new knowledge is transferred. This knowledge is useful when you are doing something special and uniform group and with an unusual technical issue beyond the scope of their knowledge error. Knowledge that is usually requested cannot be found in a guide or standard documents.
7	Evaluating and prioritizing components of knowledge management, innovation knowledge and innovation performance	Mir Fakhreldini et al ( 2010)	This study is positive and significant relationship knowledge innovation and knowledge management and knowledge management and innovation performance has been proven. In this study it was found that the highest and lowest knowledge management initiatives, respectively, and "timely distribution of news" and "knowledge sharing among employees".

**4- Information Analysis and review of the models**

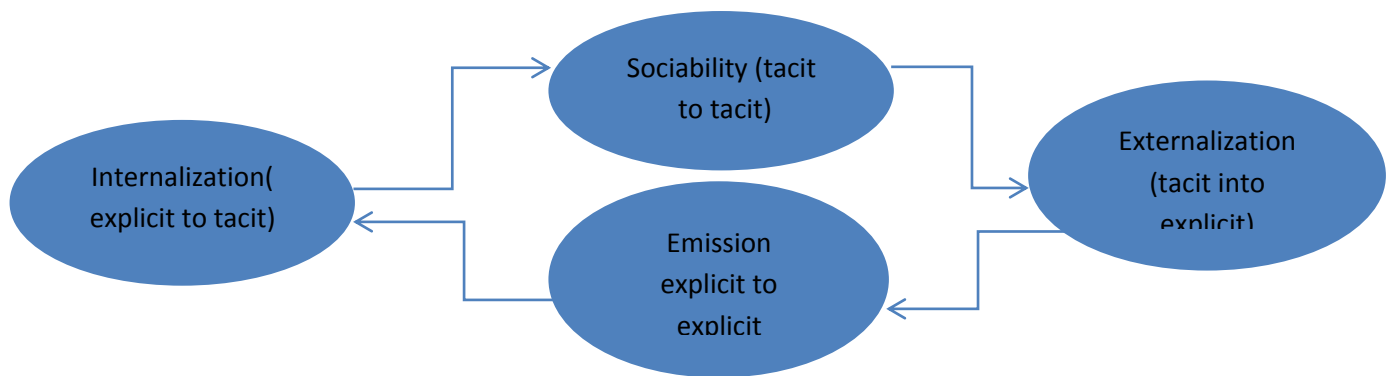
**The process of knowledge production**

Nonaka believes the process of knowledge production in organizations follows the four steps: Tacit knowledge: unofficial knowledge, subjective and explicit knowledge: knowledge is officially registered that include that come in Figure 4-1:

1. **Sociability:** (convert tacit knowledge into explicit knowledge socialization): it occurs where people face to face to exchange knowledge.
2. **Externalization:** (conversion of tacit knowledge into explicit knowledge), such as a report or documentation / compilation of

experiences, ideas and opinions so that employees be used by others.

3. **Emission:** (a convert explicit knowledge to explicit knowledge) through which knowledge can be applied in all organizations. New knowledge by combining existing knowledge: for example, the financial director of the organization has collected financial information across the organization and on the basis of financial reporting offers.
4. **Internalization** (explicit knowledge to tacit knowledge) that enables staff Knowledge and behavior in response to such integration that in the face of a situation or problem that the application of knowledge to be able to apply it (samad aghae. 2006).



**Figure 4-1** The process of knowledge production (samad aghae, 2006)

According to Davenport and Prusak knowledge, by definition, means a complex flow of structured experiences, values, contextual information and expert insight that provides a framework for evaluating and incorporating new experiences and information that comes from people thinking (Ganji, 2004).

The quality implementation of knowledge management in the organization, depends on exactly specified what action should be taken where the highest growth in the process of creating and knowledge development and knowledge management within the organization to create the greatest positive impact the most important tool it is possible to measure the

knowledge and knowledge management in the organization. One method for evaluation of knowledge management is Balanced Scorecard method. Balanced Scorecard measures to capture the skills, processes and customer needs, leading to favorable future prospects which can be used. The organization focuses on scorecard results and lead to the desired future balance that is reflected in the landscape (Kaplan & Norton, 2004).

Relying on the key success factors of the organization can be improved so as to provide knowledge is used for higher goals and gain competitive advantage. Balanced Scorecard was developed by Robert Kaplan and David Norton. This method is one of the conventional

methods developed in America for measurement - organizational efficiency and a method of high-performance knowledge management. The major advantage of this approach to management - knowledge is a close relationship between organizational learning and other measurement states. Whereby, focusing on organizational strategy and goals and compared the performance of four key elements: financial, customer, key processes and learning and growth. In fact, a way to complement the traditional financial measurements, with three impressive victories - tacit and intangible, which includes: Human capital (knowledge and skills) capital structure, organizational processes and systems knowledge to the intertwined relationship with our customers (khadivar, 2007).

### **Benefits of knowledge management**

#### **Some benefits of using knowledge management in organizations as:**

- **Identifying shortcomings (gaps) in organizational knowledge**
- **Greater productivity of human capital**
- **More efficient and effective learning of employees**
- **Avoid repeating mistakes**
- **Reduction of reinventing**
- **Saving time when solving the problem**
- **Stimulating creativity and innovation (Shahraray and Madanipour, 1994).**

### **Strategies to reach a knowledge -Based system**

To launch successful knowledge management systems there is strategies and different ideas. Important in this regard to reach a comprehensive solution in accordance with the definitions and limits said account and also taking into account the importance and necessity of them. Most solutions can be grouped based on patterns:

- Technology-Based

- Based on the organization and its needs
- General system and formatted

### **The necessary infrastructure for knowledge-based thinking**

It can be said with regard to the following tips to design a successful system of knowledge management is essential:

- Cultural-education infrastructure
- Infrastructure necessary to install and launch systems
- A comprehensive system design and the prospect of interest
- Planning and phased implementation process
- Modern leader in the efficient management as the most essential prerequisite (Afraze, 2005).

### **Process of creativity**

There are many models for creative work presented here to the first and last points of our existing models. Graham Wallace Model (1962): This model involves the preparation period, the sleep period (Education), period of light (insight), and trial and valued (Samad Aghaee, 2001).

According to Amabile et al research, environmental factors more prominent factor in the development of creativity of individual issues, the important thing is that the share is highly variable environment; the easier it will be changed to feature social factors and individual abilities (Lvayz, 2005).

### **The characteristics of creative people include:**

1. Intelligence.
2. The apparent spontaneity (free-thinking, self-confidence, the ability to conduct individual).
3. The ability to negate.
4. curious, careful, curious, meticulous.
5. Intellectual independence.
6. Among orientation.
7. Passion and motivation.
8. Holistic and integrated thinking.
9. Be patient, courageous, thoughtful
10. Enthusiastic and orderly (Talebi, 2007).

Impact of innovation & creativity on organization  
One of the successful ways available to organizations for innovation and more creativity, their investment in order to improve the ability of their employees to be more creative. An organization that solely on the basis of certain behaviors and fixed plans and maps, a social system is very vulnerable. Today, more work is knowledge-based and less strict. In this context, employees can through the ability to create new ideas and use these ideas as building blocks to create products, services and new business processes, to help improve performance (Soltani, 2002).

### **The Necessity and Importance of Creativity and Innovation**

**A:** The role and importance of creativity and innovation of individual aspects

1. Creative talent and driving the growth and self-actualization;
2. The success of individual creativity and innovation, employment and social;

**B:** The role and importance of creativity and innovation from an institutional perspective

1. The formation of the innovations, products and services;
2. Increase the quantity and quality of product and service innovation, diversity products and services;
3. Creativity and innovation to reduce costs, waste and waste of resources;
4. Stimulate and encourage creativity and innovation competitiveness;
5. Creativity and innovation to reduce bureaucracy (reducing the incentive desk pragmatism)
6. The creativity and innovation of employees increase motivation, improve mental health and job satisfaction of staff;

7. Creativity and innovation success factors of management and staff, improving the efficiency of the organization, growth and development organization (khazae asl & karimian, 2012).

### **Strategies of Development of Organizational Creativity**

In the knowledge era, post-industrial age, the age of the information society and the era of speed, creativity and innovation are essential as an important factor in the survival of organizations and young companies is accepted. Creative agencies have special characteristics (Mohammad Panah, 2009) in the following will explain them:

- **Creating a creative space:** One of the essential ways of innovation, to create a stimulating atmosphere of creativity. This means that management must always be ready to hear new ideas from everyone in the organization (Mohammad Panah, 2009).
- **Providing a relaxed and informal working environment (Tracy, 1998).**
- **Creating the recommendations system:** Recommendation system is a tool through which we can participate with a spirit of individual and mental findings group and the intellectual capital and ideas to solve problems and achieve the optimal solution, in order to improve processes and continuous improvement efforts and achieved (Hejazi and Attaran, 2009). Suggestion System is a documented system for applying the ideas of employees and improves organizational activities (Haeri, 1999).
- **Institutionalize a culture of innovation within the organization:** Prevailing culture of innovation within the organization and thereby open the flow of information, encourage spontaneous activity, trust and respect for people and the risk



appetite of the organization, a commitment to progress and provide fresh ideas and innovative organization members that they get to thinking the other way.

- Creating an atmosphere of challenge and risk to the organization: atmosphere of challenge is organizational climate in which various issues from different viewpoints and different people have commented about the day.
- Provide creative solutions to emerge in the creativity of an organization stems from the creativity of its members, obstacles to creativity of individual, group and organizational creative thinking is to prevent statements (Mohammad Panah, 2009).

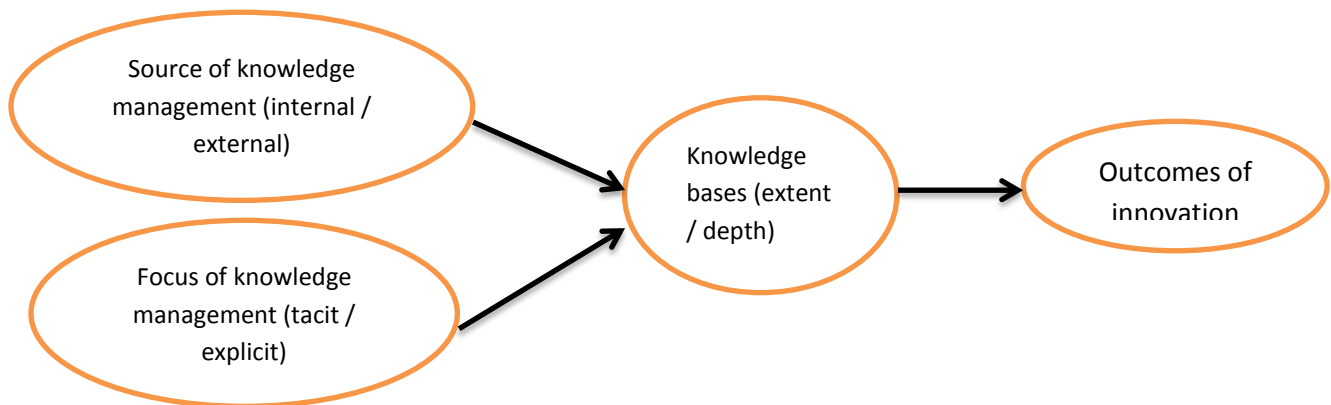
**Barriers Of Innovation And Creativity In Organization**

In any organization, it is possible that people are experiencing stress creativity that can be subject to the following:

1. The lack of motivation and lack of confidence: this is a very important factor in the development of a culture of participation. If people are motivated to participate in a working group to different ideas exist followed by lack of confidence is intensifying the continuation of this situation.

2. The rejection of intolerance of criticism and conflict in the system: if managers criticism shone any attempt to consensus is barren, the constructive criticism of the principles creative thinking therefore, rejection or intolerance of criticism and conflict tastes by no means a system will lead to innovation and creative thinking team
3. conservatism and autocratic management: If senior managers and between organizations are in favor of maintaining the status quo and opposed any change and transformation on the other hand autocratic principle governing the organization is thinking, creative thinking intercepted nowhere (Hematian, 2004).

Both explicit and tacit knowledge play a key role in organizational innovation. Nowadays, knowledge management is a critical issue has been discussed in the scientific literature and commercial. Scientific and business communities both believe that human beings with the power of knowledge can maintain a competitive advantage in the areas of long-term. The role of knowledge management in the production and development of knowledge, searching for intelligent solutions, optimum utilization of the available information and resources, and improving intelligence agencies in order to develop the skills, the main objectives of management. The impact of these components is shown in Figure 4-3.



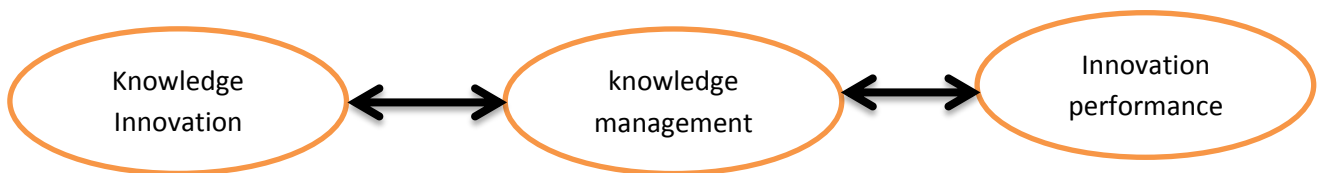
**Figure 4.3.** The impact of knowledge management on innovation outcomes (Rodríguez, 2013)

**The Correlation between Knowledge Management and Innovation**

Knowledge innovation with knowledge management and knowledge management has significant relationship with innovation performance. Investment on all aspects of knowledge management in the short term and medium-term periods is not possible for all companies and be sure to influential and the most important aspects of knowledge management that are conducive to innovation performance identify and to promote the plan. Madame Teresa also states that knowledge management in innovation plays a significant role. Parbat and Taylor (2000) argue that innovation management knowledge base, create new ideas and exploit the power of thinking organization. Research has shown that knowledge management through the creation of a culture of useful and valuable for knowledge

creation and sharing as well as creating a culture of collaboration within organizations plays an important role in the innovation process. Researchers emphasized central role of knowledge management, especially have support an environment where creativity and innovation interior works. Glott notes that there is a meaningful and positive relationship between knowledge management and innovation in organizational performance.

It should be noted that the organization's innovation performance and product innovations helps process known as competitive advantage. So you need to implement knowledge management in the organization in order to create a common culture of innovation to maximize performance and also tried to create effective competitive advantage(refer-to-Figure-4-4).



**Figure 4-4 :** The correlation between knowledge management and innovation (Mirfakhreldini et al. 2010)

**- The Role Of Managers In Growing Knowledge, Creativity And Innovation**

The role of management in collections that creativity and innovation is essential and the main factor is very important and sensitive because the management could make people talent, creativity and innovation, promote and encourage or she can prevent this behavior is vital. Art is the creative director of the creative work of others and find creative mind. Creative director must create a social environment that he can be creative and people's organizations to stimulate creativity and this space is space that everyday work away and somehow empowered to anyone solves the problem himself. For the people in the organization were thinking must create an

environment where opinions and ideas to be given the opportunity appeared.

- One of the ways human beings are extremely important and charismatic character development as well as creativity and innovation and social development consultation are even greater reason and think and those who do not have this privilege. A creative agency large enough depend on employee's self-control. Self-control of himself and his desire to see the ingenuity want showcase. Administrators can use all three components influence creativity, expertise, creative thinking skills and motivation. But the facts that it is much more difficult to influence the first two components and intrinsic motivation can be time-

consuming even minor changes in the environment are substantially increased. This does not mean that managers must improve to forget expertise and creative thinking skills. But when it comes to prioritizing the action, they should realize that effective measures on intrinsic motivation, it will bring more immediate results. Creativity is the issue of access to all aspects of the organization, the culture and structure of systems, products and services, impact. Creativity or lack of it, not a single problem that can be examined separately and as easy as it organized. But something in the way organizations are dynamic, sophisticated and complex acts (Fakhrian, 2010). Some of the creative organizations that managers must have a driving role in it can be stated as follows:

- **Competitive is complete and compact:** if innovation takes place in an organization that is governed by full competition.
- **Culture:** One of the major factors that contribute to the development of people's culture. Based basis of a good culture, wasting time is a sin. It is obvious that in such a fertile ground for competition, better dynamic creativity or organizations will be shaped.
- **Access to Administrators:** the creative agencies believe that knowledge is scattered across the organization in abundance and managers can easily get the ideas of others, directly and without intermediaries.
- **Respect for the individual:** respect for the individual characteristics of other creative agency, and they believe that they can keep pace with organizational needs grow.
- **Serving people service:** The ultimate goal of these organizations according to the needs of society and people's satisfaction.
- **Job Rotation:** The creative agency people are a particular specialty and the opportunity to

have job rotation for inclusion in the appropriate position.

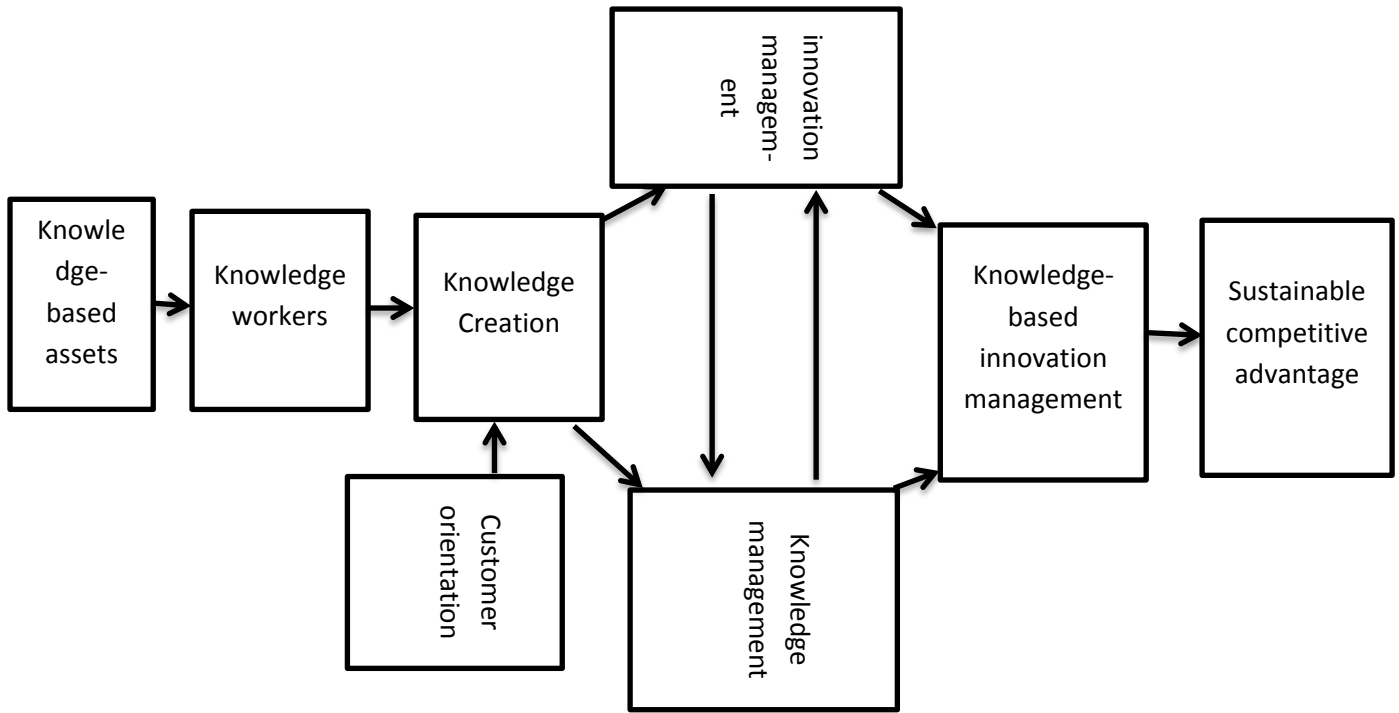
- Team work in the creative work is done in groups.
- **Job security:** permanent and long-term relationships with the staff of the organizations and the outcome of job security and other features of these organizations.
- **Managers welcomed the change factor:** in these organizations all managers change as the only constant factor and unavoidable issue, and they gladly accepted it and did not resist. Naturally, the head of such an organization does not need a lot of time to prevent a collision with the specific changes because everyone believes that change is a positive value (Fakhrian, 2010).

- **Competitive advantage in the light of knowledge and innovation**

Knowledge (or, in general, human ingenuity) in economic interpretation is a determinant of success and each organization should be dealing with the economic value of employee ingenuity to collect. Demand for talent or more precise the war for talent is increasing rapidly and in many situations the supply surpassed it. Human talent has become the rarest of the rarest and production. In the knowledge based economy, knowledge is the major source of economic development and land, capital and labor were the main factors of production in the traditional economy of the text has been marginalized and are considered as secondary factors. The results of the knowledge economy and efficiency unlike traditional rules of law are different function. Investing in the knowledge that each additional unit to be created and exploited, lead to greater efficiency. When the organization to maintain this position and achieve competitive advantage based on knowledge advantage and even maintains a

leadership position in its industry, it will be easier and access will be difficult to achieve this advantage to competitors.

Figure 4-5 shows relation between tacit knowledge management in innovation management and its role in achieving competitive advantage (Allame et al., 2006, 2).



**Figure4-5.** The role of knowledge and innovation in gaining competitive advantage (Allame et al, 2006, 2).

**5- Discussion and Conclusion**

In recent years the rapid changes, threatens many organizations lives. Developments and rapid changes in technology and information explosion have caused greater pressure to stay that organizations incur in the current competitive environment. According to the Iranian organizations and institutions Mirfakhredini et al model (2010) and the correlation between knowledge management and innovation model in the Rodriguez model (2013) is suitable for Iranian organizations. Present era is upheaval and dramatic changes in technologies. The age its intellectual structure deepening the information and attention to creative labor force participation and knowledge-oriented rather than human resources is functional. Therefore, management tries to use a tool called the direction of more and better knowledge to deal with uncertainty factors,

maintain its competitive position and generate creativity and innovation to expand cope, this requires the organization with respect to reciprocal knowledge management and innovation management, as a necessary strategic needs and to pioneer in the field of competitiveness, among the priority programs of its own. In fact, a process that through a combination of innovation management and knowledge elements to create a very natural integration deals. In this regard, applying tacit knowledge as a fundamental driving the success of the innovation process, it will have a significant effect on the company's performance. Knowledge management focus through all three components of knowledge, base of knowledge and knowledge management in innovation can affect outcomes. In fact, in such an environment in which creativity, innovation, self-belief and fertility have knowledge of data and their

conversion occurred. Thus the efficiency and effectiveness of organizations efficiency and effectiveness of human resources and staff depend on it. The dissemination of knowledge and the creation of a learning environment of the most important factors affect the performance of employees. So successful Iranian organizations and institutions that constantly creates new knowledge, it is widely published across the organization and quickly produce new products such knowledge to fulfill. Performance of the organization and staff to create effective outcomes-based and utilizes this knowledge.

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