

The Effect of Educational Evaluation Models and Dimensions of Knowledge Management on Organizational Agility in the Petrochemical Industry

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Abstract- The realization and development requires a highly-qualified workforce education and development of immersive without having an educated and civilized people is not possible. The process of training and development is essential activities and follow-up to the implementation of human resources with the changing conditions and environments. And training is tools, which by techniques and different methods assist managers in managing organizations. The aim of this analysis of the role of educational evaluation after completing a four-level in-service training in line with the agility dimensions of knowledge management is in Hormozgan customs. The method used in this research is descriptive of the type of the variable correlation. The population in this research, petrochemical industry workers, and the sample of 300 people has been set. The findings show that among the four levels of training evaluation in line with the strategy, structure and information technology and organizational agility there is a significant positive relationship. And in the process, people and roles, this relationship does not exist.

Keywords- *Organizational Agility, Knowledge Management, Training Evaluation, Petrochemical Industry*

I. INTRODUCTION

Knowledge, intellectual capital management process is the Stamps (1999) defines knowledge management to provide the required knowledge in time and space required for a person in need. From the perspective of Bhatt (2001), as the process of knowledge management, evaluation, representation, distribution and application of knowledge is introduced. Also Hassanzadeh (2007, p. 18) sees grounds for conversion of knowledge management and knowledge management within the organization, through the collection, sharing and use of knowledge as a human capital in order to achieve organizational goals. Also Hassanzadeh (2007, p. 18) sees grounds for conversion of knowledge management and knowledge management within the organization, through the collection, sharing and use of knowledge as a human capital in order to achieve organizational goals. Abtahi quoted Blunt writes that knowledge management is a process that the

organization of the data collected their employ (Abtahi and blessings, 2006, 34).

Here it is necessary to be expressed about some of the basic infrastructure of knowledge management. Various texts can be named several factors that are knowledge management infrastructure. Donoghue, Harris & Weitzman (1999) emphasizes that effective knowledge management requires a combination of organizational elements, including information technology, human resources, culture and organizational structure. Stankoski & Baldanza (1999), organizational culture, organizational structure, information technology, leadership and learning defines as success factors of Knowledge Management programs. Holsapple & Joshi, factors affecting knowledge management have been divided into three groups of management, environment and resources. In this regard, Hasanali (2002) considers the successful implementation of knowledge management depends on five factors: leadership, organizational culture, organizational structure, roles and responsibilities. But it was said among the factors of organizational culture, organizational learning, information technology; human resources play a key role in the successful implementation of knowledge in organizations play. To explain it will be discussed below.

Today, with the rapid changes of the times, especially in the fields of science and technology, and the emergence of new organizations, and more complex tasks, highlighted the role of education in organizations, too (Soltani, 2014). So given that fact adversely affect the performance of organizations. Evidence indicates that the ability of individuals and organizations, with the instruction that is given to people in the organization there is a direct relationship (Abdolvahab, 2014). Among the resources, human resources play an important role in their production. The basic difference between machines and humans is that the machinery and capacity is limited, but not limited human capacity and is not there a limit to it. An interested, skilled and experienced person with their high capacity source of many services that sometimes cannot be predicted. The increase in labor productivity, the direct effect of increasing the level of knowledge and skills and high productivity, and hence productivity will be increased. In dealing with knowledge in organizations, we are faced with

two different paradigms: Comment; ecological knowledge, which tends to be minimal interference in the processes of creation and flow of knowledge in the organization, and emphasis on preserving its natural conditions. In contrast to this view, there is a Newtonian approach that formal policies and procedures explained to knowledge management in the organization makes. In the second paradigm is the knowledge management process, where increased productivity of knowledge, is considered one of the most important duties. Knowledge management in the organization is the risky path, that it requires an understanding of the concept of judging the suitability of methods and patterns, functions, and types of its life cycle. This article related to views on this issue is addressed. Creation and application of knowledge is essential for the competitiveness and survival of organizations. Other sources of knowledge cannot simply be stored or be acquired; it cannot simply systematically manage and used. Information technology has the highest share in the management of knowledge, so that behind all activities, knowledge management, information technology has been impacted. But it should be noted; information processing technology is not the only component of knowledge management; and changes in decision-making processes, organizational structure and how to do is manage the affairs of other components.

II. STATEMENT OF THE PROBLEM

In-service training is among the most effective educational measures, for the preparation of human resources organizations, in performing job duties and career. In-service training is to improve systematic and continuous staff in terms of knowledge, skills and behaviors that contributes to their welfare organization (Drucker, 2014). In fact, job training, a systematic effort is considered, whose main purpose is to coordinate and align the wishes, interests and future needs of individuals with the needs and goals of the organization in the form of things that people expected (Mohsenpour 2013). If the service training is useful, firstly between education costs and results of logical connection is established. Secondly, training must be done in a timely manner Third, participants in the program, their learning environment and position transfer (Abtahi, 2013) Today, research has shown, organizations that have more investment in staff training, in comparison with organizations that had less activity in this field, are more successful. So that between training costs per employee and the performance can be seen closely. Shortage of skilled manpower and a lack of quality and inattentive service training to staff are the barriers to good performance of the major challenges of human resources and administrative organizations (Hoffman et al., 2013). Despite the positive features theoretical, that was mentioned to staff training programs; nevertheless, according to available research, many of these programs have not reached pre-determined goals, and its output is far from ideal situation; the efficiency of doing them makes a serious doubt. Today, organizations are faced with rapid changes in the environment that they have to adapt and to choose the selection. Rapid technological developments, increased risk, globalization and privatization of environmental

characteristics are expectations faced by organizations today. To operate in such an environment strategies, including re-engineering, lean manufacturing, total quality management, employee empowerment, is provided. One of these methods in recent decades, researchers have considered, discussed learning to organizational agility (Goldman et al., 2014). Information technology acts as an enabler strong and effective and adequate tools for all aspects of knowledge management, including hunting, sharing and applying knowledge provides. Capabilities of information technology for searching, indexing, archiving and transmission of information, it can greatly facilitate the collection, organization, classification and dissemination of information. Technologies such as relational database management systems, document management systems, Internet, Intranet, search engines, and operational support systems, decision support systems, e-mail, video conferencing, e-bulletins and news groups could play a role basic knowledge management. However, information technology, knowledge management is the heart and knowledge itself does not exist, but is merely a supportive role.

Human Resources: People are the most important part of an organization that should be considered in knowledge management. Many organizations, knowledge management associated with the use of new information systems and neglect of organizational aspects, such as human resources. It is believed that the actual elements of commerce, where all non-tangible assets and a bonny, are the result of human action and finally, the continued existence depends on people. Lim and Klubas believe that a strong policy of human resources in organizations affects methods of knowledge management. Now, according to the paper, the impact of information technology on knowledge management measures, as well as infrastructure mentioned in terms of knowledge management, it is essential that information technology including the base to investigate ICT component will be discussed. Today, the development of different aspects of scientific and technological communities, explosive and uncontrollable process has taken. So that the world sees every day and invented the tools and means to explore the methods, structures and processes that solve organizational problems is not possible without implementation. This means that people are obliged to deal with increasing and new organizational problems and solve them, always be equipped with the knowledge and new technologies. Therefore, it is possible, people at some point in time, have the knowledge and skills needed to deal with organizational phenomena, but tangible and rapid scientific changes quickly their knowledge and skills have become obsolete, and repair of knowledge and their experience necessitate in the form of participation in non-formal education programs for adaptation to change. Information technology, due to its numerous advantages, in terms of saving time, cost and speeds up and increases the accuracy, important and strategic role for achieving the objectives of e-government and conducted in a timely fashion. For this reason today's society read the informational society, as the phenomenon experienced rapid information and communication technology, human demands have influenced, and its compatibility with human needs, has led to a new era begins in the life of a man called information age .

There are many definitions of information technology. As such, ICT is a technology that helps us to capture, store and process, retrieve, transmit and receive data (Mohammadi, 2002). The fundamental problem of this study was to evaluate the effect of training after completing in-service training, in line dimensions of knowledge management, agility in the petrochemical industry.

III. RESEARCH METHODOLOGY

The aim of this research is in the area of applied research. The application of this research is specifically for managers, deputies, experts and supervisors in the petrochemical industry. And its application in general for managers is similar to that organization. This study was descriptive in terms of gathering information. The descriptive research includes a set of methods that aim to describe the situation or phenomenon is studied. Implementation research is descriptive, it can only help to better understand the circumstances or the decision making process; and since the aim of this study was to analyze the role of the four levels of training evaluation after the implementation of in-service training in line with the dimensions of knowledge management agility is based, is a descriptive correlational study. To collect the information they need, at any stage of the investigation, according to the approach taken at that stage (qualitative or quantitative) and its purpose, the particular method used to collect and produce information needed. In this part of Gathering information on the theory and literature, has been using library resources, articles, books needed, as well as the global information network (Internet). And field studies using a questionnaire. The study questionnaire included 40 questions, and in fact any desired dimensions, measured by questions designed. In the present study, the independent variable dimensions of knowledge management and organizational agility are qualified dependent variable; to collect data, two questionnaires were used as follows. Knowledge management is used to measure the standardized questionnaire (Moorman, 1993), which is composed of five subscales, and 19 items are included, as follows:

- Strategy has five items.
- Structure consists of six items.
- Process that has nine items.
- people and roles that have seven item
- Information technology have been five items

And for organizational agility, which includes eight items of the questionnaire is achieved.

To design the questions, 5-point Likert scale was used, which is one of the most common measure to compare. The range is an interval scale is made up of a number of phrases and response options. It is a composite scale. The counterfoil options at this scale, often described as the level of agreement or disagreement responsive to an issue or a certain sense, whether positive or negative. In other words, beliefs and attitudes held by these scales can be determined (Khaki, 1999).

In any scientific research, experimental, measuring instruments must be valid and reliable. In this study, the validity or validity of the concept is used. Because when experimental validation is not possible or difficult for a size or woven through practical experience or reputation, the conceptual validity is used. In fact, the evidence sought to be achieved and criteria, to show that the concept is a valid measure (Khaki, pp. 291- 288: 2003). For this purpose, a prototype contains 30 pre-tested questionnaire, and then use the data obtained from the questionnaires and using statistical software SPSS, using Cronbach's alpha reliability coefficient for this tool. The following According to the above, for each dimension studied model, the software SPSS Cronbach's alpha calculated the results of which are shown in the table below.

TABLE I. CRONBACH'S ALPHA COEFFICIENTS

Number	Scale option	Alpha
1	strategy	0.732
2	Condition	0.765
3	Process	0.882
4	people and roles	0.932
5	IT	0.742
Total		0.948

Source: research findings

In most specifically related to the desired value for alpha, has been referred to by Nunaly (Nunaly, 1978). According to his reasoning, as a tool for reliable, at least 0.7 is required for alpha, so we can design tools based on methods of internal consistency of the items, be considered valid. However, it should be noted, that the mere quantitative criteria cannot be considered sufficient reason for reliability and qualitative analysis item based on the Discussions in relation to the intended structure is very important. The assumption is that such precise attention has been made by the researcher or research team.

Alpha coefficient of 0.948 indicates a common variance (covariance) high and in positive direction between items of proposed variances. There is common variance; the variance would be much higher scores than the sum of the variance of each item, and finally the value of an index approach. According to the tables and columns related to alpha coefficients observed that all the study has been accepted and acceptable confidence. In this study, analysis of sample data, both descriptive statistics and inferential statistics were used. Descriptive statistics were used to assess the characteristics of respondents. The correlation coefficient was used to analyze the data, and statistical software, IBM SPSS Statistics 19.00 to analyze the data and hypothesis testing and regression model is used.

IV. DATA ANALYSIS

A. Describing data

In order to further understand research variables, it is necessary before carrying out any analysis, the described data,

which is an important step to determine the pattern of it, and also will be the basis for explaining the relationship between the variables. The following table shows the descriptive statistics of the research variables:

TABLE II. DESCRIPTIVE STATISTICS OF VARIABLES

Dependent	Average	Middle	Std. deviation	Min.	Max.
Strategy	88.338	28	14	-139	791
Structure	65.54	34	19	.158	564
Process	120.65	60	21	381	937
Individuals & roles	112	18	28	223	645
Information Technology	97	21	26	169	502

In this study, the T- Student statistic is used to verify hypotheses testing, and Fisher statistics is used to assess the adequacy of the model. By using ordinary least squares analysis was conducted to test the hypotheses. Before the hypotheses testing, regression assumption test is done, over the following tests:

1. Normality of model residuals or dependent variable, by using Kolmogorov-Smirnov
2. Check the type of relationship (linear or nonlinear) of variable by using the variance diagram
3. The normal distribution of errors or residuals by using Histograms
4. Independent of errors or residuals, by using Durbin-Watson test

The research methodology is descriptive correlation type, based on cross-sectional time regression analysis, by gathering quantitative data obtained from the sample, we will have to extrapolate it to the community.

$$Y = \alpha_0 + \beta_1 \text{ STRA}_{i,t} + \beta_2 \text{ STRU}_{i,t} + \beta_3 \text{ Pro}_{i,t} + \beta_4 \text{ Inr}_{i,t} + \beta_5 \text{ IT}_{i,t} + \epsilon_{i,t}$$

Which:

$$Y = \text{Organizational Agility}$$

$$\alpha_0 = \text{Width of the source (steady growth)}$$

$$\beta_n = \text{Slope of the regression line or coefficient of the independent variable}$$

$$\text{STRA}_{i,t} = \text{Strategy}$$

$$\text{STRU}_{i,t} = \text{Structure}$$

$$\text{Pro}_{i,t} = \text{Process}$$

$$\text{Inr}_{i,t} = \text{Persons and roles}$$

$$\text{IT}_{i,t} = \text{Information Technology}$$

In this study, in order to test hypotheses have been used, the regression analysis, and correlation as a one-year period, the average of obtained data, about learning, is cross-sectional

relationship between variables among test samples. Finally, to significance of the models, statistical test F, T test to determine the coefficient, correlation coefficient and Durbin-Watson test was used.

V. NORMALITY TEST OF DATA

The first step to start the process of analysis, is examining the normality of model residuals or dependent variable that its assumptions are as follows:

H_0 : Data distribution is Normal

H_1 : Data distribution is not Normal

This hypothesis was tested with Kolmogorov-Smirnov test (K-S), and results are in the following table:

TABLE III. KOLMOGOROV-SMIRNOV TEST

Normal Parameters a,b	Mean	STRA	STRU	Pro	Lnr	IT
	Std.	0.0246	0.0628	0.1154	0.1255	0.2354
	Deviation	0.21361	0.29956	0.43060	0.34560	0.28970
Most Extreme Differences	Absolut	0.181	0.118	0.069	0.132	0.145
	Positive	0.181	0.109	0.062	0.088	0.122
	Negative	-0.159	-0.118	-0.069	-0.122	-0.135
Kolmogorov-Smirnov		1.388	0.903	0.528	1.211	1.025
Asymp. Sig. (2-tailed)		0.243	0.389	0.943	0.815	0.665

a. Test distribution is Normal.
b. Calculated from data.

Given that calculated sig in the above table is greater than 0.05, so the null hypothesis is confirmed; in other words, in 95% data is normal.

A. The concept of significance level and confidence interval

To assess whether the test results occurred due to accident and chance, or not, of P-Value is used, but this is merely a cut-off point for us to determine, on the basis of its claim, the findings of our study is statistically meaningful or not, or how much of the results happened because of chance. P-Value calculation method in this case is that, initially we assume there is no real difference between the methods, (null hypothesis), then we calculate how likely, that we will see a meaningful difference just by chance, (If there was no real difference). If the P- Value is low, assumption that the differences observed, obtained by chance, is improbable, so existence of a real difference between the methods is very high, conversely, if the amount of P- Value is large, the probability that the observed difference is obtained by coincidence, is very high, so initial assumption on the basis of differences in methods is accepted.

According to custom and convention significance level of less than 0.05, assumed so small, that we can conclude there is significant difference between the procedures. This means that in 100 desired tests, there are less than five tests that difference between the methods is achieved by accident, and in 95 tests,

appeared different is real, so it can accept the differences between the methods. Sometimes in some studies, P- Value less than 0.01, considered as basis of significant differences existence, it's mean that between 100 desired test, there is less than one test that the difference between the methods is by accident, and in 99 test the appeared difference is true, and this value of P- Value, used for clinical trials, and tests which should have a very high accuracy.

Confidence interval, puts disposal a range of values, which are the parameters of society, these gap is important especially for the study which their significant have been rejected by P- Value, because we can see, the actual value of the variable is in which distance. Up and down limit of confidence intervals, determines the magnitude of the effect. Small width of the confidence interval represents the high power of the study, as in this case, confidence interval, covers the narrow range of the amount of effect, as a result, provided some of estimates, which have little variability, so if the confidence interval is reported, the reader is more comfortable, to view variability of desired parameter, that obtained due to changes of example. Another functional property of, the confidence interval is that, as hypothesis testing, we can conclude two modes, there are significant differences or lack of it, so it can also be used to determine statistical significance. The point that must be considered about confidence interval is that we should not focus only on its upper and lower bounds, but must be pay attention to the whole range, and because the width of the confidence interval depends on the standard error, and the index is also influenced by the volume of the sample and standard deviation. So pay attention to, the scope of confidence interval, puts many points at our disposal about them. (Altman, 2005)

VI. SUBSIDIARY HYPOTHESIS NUMBER ONE

Hypothesis H10: among four levels of training evaluation in line with the strategy and organizational agility there is no significant positive relationship.

Hypothesis H1a: among four levels of training evaluation in line with the strategy and organizational agility there is a significant positive relationship.

In this research, selection criteria for the calculation is strategy.

The coefficient of determination (R2) is a measure that explained the strength of the relationship between independent variables and the dependent variable. Coefficients, in fact, will determine what percentage of dependent variable explained by the independent variable. In this model is $R^2=0.033$. I.e. 3% of the dependent variable (organizational agility) is explained by the independent variable (strategy). Another feature of regression observations is that the residuals are independent of each other. The Durbin-Watson test evaluates this characteristic. The number of the Durbin-Watson model, is equal to 2.169, assuming no correlation between the errors cannot be rejected, and can be use regression ($2.5 < 2.169 > 1.5$).

TABLE IV. ANOVA- FIRST HYPOTHESIS TESTING

Period of time	Correlation coefficient (R)	Determination coefficient (R2)	F statistic	Significance level (Sig)	Durbin-Watson
Year period	0.181	0.033	1.89	0.015	2.169

The above table that is the analysis of variance table (ANOVA), evaluates to determine the optimal model, and determines whether the selected regression model is significant or not. By viewing the information in the above table, the statistic F, and its significance level that is equal to 0.175, because $sig = 0.015 < 0.05$, so regression was significant, and there is a significant relationship between strategy and organizational agility.

VII. SUBSIDIARY HYPOTHESIS NUMBER TWO

Hypothesis H10: among four levels of training evaluation in line with the structure and organizational agility. There is no significant positive relationship.

Hypothesis H1a: among four levels of training evaluation in line with the structure and organizational agility there is a significant positive relationship.

In this research, selection criteria for the calculation is structure.

Coefficient of determination (R2) in this model $R^2=0.088$. I.e. 8% of dependent variable (organizational agility) is explained by the independent variable (structure). The Durbin-Watson model number is equal to 1.549, so assumption of no correlation between the errors cannot be rejected, and can be use regression ($2.5 < 1.549 > 1.5$).

TABLE V. ANOVA- SECOND HYPOTHESIS TESTING

Period of time	Correlation coefficient (R)	Determination coefficient (R2)	F statistic	Significance level (Sig)	Durbin-Watson
Year period	0.29	0.088	5.53	0.022	1.549

By viewing the information in the table above, F statistic and its significance level that equal to 0.022, because $sig = 0.022 < 0.05$, so regression was significant and a linear model.

VIII. SUBSIDIARY HYPOTHESIS NUMBER THREE

Hypothesis H10: among four levels of training evaluation in line with the process and organizational agility there is no significant positive relationship.

Hypothesis H1a: among four levels of training evaluation in line with the process and organizational agility there is a significant positive relationship.

In this research, selection criteria for the calculation is process.

Coefficient of determination (R2) in this model R2=0.002. It can be said that the independent variable (process) does not have the ability to explain the dependent variable (agility). The number of the Durbin-Watson model is 1.695, so assuming no correlation between the errors cannot be rejected, and can be use regression ($2.5 < 1.695 > 1.5$).

TABLE VI. ANOVA- THIRD HYPOTHESIS TESTING

Period of time	Correlation coefficient (R)	Determination coefficient (R2)	F statistic	Significance level (Sig)	Durbin-Watson
Year period	0.049	0.002	0.137	0.713	1.695

By viewing the information in the table above, F statistic and its significance level that equal to 0.713, because $\text{sig} = 0.713 > 0.05$, so regression was not significant and there is no significant relationship between process and organizational agility.

IX. SUBSIDIARY HYPOTHESIS NUMBER FOUR

Hypothesis H10: among four levels of training evaluation in line with the Individuals and roles and organizational agility there is no significant positive relationship.

Hypothesis H1a: among four levels of training evaluation in line with the Individuals and roles and organizational agility there is a significant positive relationship.

In this research, selection criteria for the calculation is Individuals and roles.

Coefficient of determination (R2) in this model R2=0.139. It can be said that the independent variable (Individuals and roles) does not have the ability to explain the dependent variable (agility). The number of the Durbin-Watson model is 2.158, so assuming no correlation between the errors cannot be rejected, and can be use regression ($2.5 < 2.158 > 1.5$).

TABLE VII. ANOVA- FOURTH HYPOTHESIS TESTING

Period of time	Correlation coefficient (R)	Determination coefficient (R2)	F statistic	Significance level (Sig)	Durbin-Watson
Year period	0.139	0.019	1.097	0.299	2.158

By viewing the information in the table above, F statistic and its significance level that equal to 0.299, because $\text{sig} = 0.299 > 0.05$, so regression was not significant and there is no significant relationship between Individuals and roles and organizational agility.

X. SUBSIDIARY HYPOTHESIS NUMBER FIVE

Hypothesis H10: among four levels of training evaluation in line with the Information Technology and organizational agility there is no significant positive relationship.

Hypothesis H1a: among four levels of training evaluation in line with the Information Technology and organizational agility there is a significant positive relationship.

In this research, selection criteria for the calculation is Information Technology.

Coefficient of determination (R2) in this model R2=0.085. I.e. 8% of dependent variable (organizational agility) is explained by the independent variable (Information Technology). The Durbin-Watson model number is equal to 1.52, so assumption of no correlation between the errors cannot be rejected, and can be use regression ($2.5 < 1.52 > 1.5$).

TABLE VIII. ANOVA- FIFTH HYPOTHESIS TESTING

Period of time	Correlation coefficient (R)	Determination coefficient (R2)	F statistic	Significance level (Sig)	Durbin-Watson
Year period	0.292	0.085	5.321	0.025	1.52

By viewing the information in the table above, F statistic and its significance level that equal to 0.025, because $\text{sig} = 0.025 < 0.05$, so regression was significant and a linear model.

XI. CONCLUSIONS AND RECOMMENDATIONS

A. Summary of research process

The aim of this study was to analyze the role of four levels of training evaluation, after completing in-service training, in accordance with dimensions of knowledge management on agility, in the petrochemical industry. Secondary objectives of the study were as follows:

- 1- The effect of four levels of training evaluation, in accordance with strategy, on the agility of the organization, in the petrochemical industry
- 2- The effect of four levels of training evaluation, in accordance with Structure, on the agility of the organization, in the petrochemical industry
- 3- The effect of four levels of training evaluation, in accordance with Process, on the agility of the organization, in the petrochemical industry
- 4- The effect of four levels of training evaluation, in accordance with Individuals and roles, on the agility of the organization, in the petrochemical industry
- 5- The effect of four levels of training evaluation, in accordance with Information Technology, on the agility of the organization, in the petrochemical industry.

The major stages of this study were summarized as follows:

1. Identification of research subject and its territory based on the experiences of researchers and advice of professors and relevant experts.
2. Development of hypotheses or theories about the causes of the problem, and research subject.
3. Select the most important hypothesis.
4. Recognition of the independent and dependent variables, questions and hypotheses based on these variables.
5. Collect the necessary library data and statistics, in line with the hypotheses.
- 6-definition of statistical population and statistical sample
7. Setting questionnaire and distribute it
8. Classify and summarize raw data using descriptive statistics.
9. Analyze the data, by using statistical tests also with SPSS software.
10. To get results of the research and make a decision based on that.

XII. SUMMARY RESULTS OF DESCRIPTIVE AND ANALYTICAL RESEARCH

Based on the different stages of the research method and descriptive and inferential no information with regard to the second and fourth chapters of the research results obtained in this way.

XIII. SUMMARY BASED ON THEORETICAL INFORMATION AND LIBRARY RESEARCH (SECOND QUARTER RESULTS)

Customs has previous history as old as history. Of course, this claim is neither an exaggeration nor a matter of pride, but the reality is undeniable that many government organizations such as the army and defense forces or organizations, including organizations of the civil service and the like is true. Better expressed it, that the petrochemical industry, like many organizations, small or large, every community, in the beginning, there was the need is established; gradually raised the needs of others, organization or newer organizations at national or international level in accordance with what we see today came into existence.

Assessment defines as a final step in the training process; with the aim of improving education or making judgments about the value and effectiveness of training programs. Evaluation provides information to justify the effectiveness of educational programs with regard to this information that continuing education is considered for next time. Many experts believe that evaluation of an orderly process to determine the value or for what purpose or in other words, regular evaluation of the explanations and information gathering judge to make a decision about something.

Knowledge management is used to manage a range of activities, exchange, creation or improvement of intellectual capital at the macro level. Intelligent design knowledge management processes, tools, structures, etc. with the intent to increase, modernization, subscription or improving the use of knowledge in each of the three elements of intellectual capital, the structural, social and human appears. Knowledge management process that helps organizations to information and skills that is important as the institutional memory and are normally not organized, identify, select, organize and publish. This management organization to learn problem solving, strategic planning and decision-making enables dynamic, efficient and effective.

XIV. KNOWLEDGE MANAGEMENT SUCCESS FACTORS

Today, in the era of globalization, organizations will be successful, which could be a broad range of knowledge accumulated an effective use of all its employees at all levels. In order to succeed in the KM process must be noted issues such as connectivity, content, social, cultural, cooperation and investment. At the bottom of some of the factors that contribute to the success of knowledge management in organizations can be mentioned.

1. Leadership and senior management (support)
2. Organizational Culture
3. Processes in knowledge management
4. Control explicit knowledge
5. Discover the hidden knowledge
6. Existence of knowledge
7. Strengthening the knowledge market
8. Way measure
9. Increase the number of people involved and their skills
10. Technological infrastructure (Hooshmand, Rezaei noor, 2014). Agility means to move fast, agile, active, able to move as fast and easy, and the ability to quick thinking and clever. Roots agility is agility producer. And agile manufacturing is a concept that becomes popular in recent years, and as a successful strategy adopted by manufacturers who are preparing themselves for a significant increase in performance. In this environment, every organization, there must be simultaneous production of different products with short life expectancy, redesigning products, changes in production methods, efficient and reactive to change. Take that have such capabilities, agile organization will be called. About the need for organizational agility by different researchers, different groupings of indicators and requirements have to offer. Goldman et al (1995) have developed four main strategic dimensions that focus on achieving agile capabilities competitiveness: Enrich the customer, working to increase competitiveness, organized for major changes, and leverage the work of people and information. As Joseph (1992) stated, agility, integration only through the hierarchy of needs of

customers in the framework of the organization's internal and external environments. This is achieved through an overall perspective oriented, advanced technology manufacturing organization with internal capabilities to process them, and also achieved through the use of information systems technology. Joseph et al (1999) enablers of agile manufacturing to the integrity, competence, team, technology, quality, development, participation, markets, education, and welfare have expressed. Gunasakarn (1999) to produce agile, considers four basic elements under the headings of strategy, technology, systems, and human resources. Tesoro Louis and Valavanis (2002) evaluated four main dimensions agility and directories have expressed it this way:

1. Production infrastructure (set-up time and change, versatility (variety of machine / workstation runs operations), the degree of adaptability tools, interchangeable functionality (the ability to reschedule jobs), the subscription operation, a variety of material handling systems, transmission speed, components diversity, trying to change the method, Share Area);
2. Market infrastructure (reconfigurable product mix, modularity index (ease of adding new components), the ability to expand the scope of volume;
3. Individuals infrastructure (education level, job rotation);
4. Information infrastructure (interoperability (the standard), networking) Jafarnejad and Shahaei (2007) reviewed the literature agility, agility twenty measures introduced: organizational structure, delegation of authority, set up production, employee status, involvement of people, nature management, acceptance of customer response, product life cycle, during the service - product, improve the design, manufacture, production planning, cost accounting systems, automation, integration of information technology, business processes and technical change, time management, the quality, the productivity and output sourcing.

These groups and many similar cases were investigated in the end; the following classification scheme was set for components of organizational agility.

XV. THE FIRST HYPOTHESIS ANALYSIS: STRATEGY

Model of strategic planning of human resources, in customs, is conceptual planning for the integration of human resources, and strategic planning of institute. This model is designed with the objective and practical concept that reflects the organizational independence and organizational structures can be used at different levels. Goals and objectives of the model are as follows:

- Participation in the improvement of overall organizational performance in petrochemical industries
- Show the importance of human resources. Active role in the development of human resources that will support continuous improvement in organizations;

- Establish a clear link between the main activities of business and human resources in petrochemical industries;
- Develop a tool for planning that support and create necessary facilities for human resource development.

The second hypothesis analysis: Structure

To be able to move the organization in the petrochemical industry, in order to fulfill its objectives, based on this assumption must place each individual in the organization, different parts of the organization, reporting system and determine the relationship between boss and subordinate. These are all defined in terms of organizational structure. In other words, the results of the organizational structure of the petrochemical industries, is tools of implementation of the strategy of the organization, to achieve the desired objectives.

XVI. SIMPLE STRUCTURE

- Functional structure
- Matrix structure
- The structure of the product
- Multi-part structure
- Geographic structure
- Network structure (virtual organization)
- Adhocracy (special construction of temporary labor)

XVII. THE THIRD HYPOTHESIS ANALYSIS: PROCESS

A critical factor for success in the transition from functional management to process management that is driven according to the findings of petrochemical industries is not desirable performance.

Change mindset: a pervasive problem in organizations is a part-looking. This means that managers and employees of each department rather than the interests of the whole organization consider only the interests of his unit. For example, in the manufacturing sector, to bring down the production cost per unit, to produce the maximum, regardless of the fact that this action may be inventory accumulation, and organizations find it difficult to sell. The organization must promote this mindset that all managers and employees work and decided not to consider the entire organization. Planning process: understanding the process is facilitated through the planning process. Detailed design process map, process to make measurable activities on the basis of their responsibility for the development and the performance is measured.

Measuring process: The measurement process provides a common language that enables organizations strategic objectives to work effectively translate at the operational level. In other words, the strategy aims to criterion (METRICS) reduces concrete according to which individuals and teams can assess their performance.

The use of process-based management methods: The most important of these are:

- A) Reallocation right decision. Implementation of process-based management system requires hierarchical structure of command and control the transition from the past to strengthen the decentralized approach of its employees. In this approach, employees are more and less control over them.
- B) Appropriate organizational structure. Organizations should create a structure that also facilitates the management process while maintaining the benefits of functional expertise. Formed cross-functional teams by giving them the right to decide enough is one of the best ways to reconcile between these two approaches.
- C) Performance measurement system. Each organization must design a performance measurement system that motivates employees to work for the achievement of the objectives of the organization. To evaluate employees in their current jobs systematic approach to performance measurement is required. The purpose of performance measurement system linking each employee participation and overall success of the organization. Indeed, the system must be able to calculate the share of each employee in the organization's success.

XVIII. ANALYSIS OF FOURTH HYPOTHESIS: INDIVIDUALS AND ROLES

Based on the questions posed by the analysis show, that the elements in increasing the role of individuals is effective, are productivity, empowerment and equality; the petrochemical industries, the measure is not desirable.

XIX. ANALYSIS FIFTH HYPOTHESIS: INFORMATION TECHNOLOGY (IT)

Due to the growing trend of globalization, and overtaking supply on demand, and increased competition in global markets, companies will be forced to join the global markets. And prepared to do that in many ways it seems to be necessary. Of the most important tools used to achieve this readiness can be noted in the information and communication technology (ICT) factor; that we will be able to use it, the faster you have gone this route. IT is the main commercial systems developed infrastructure. Therefore it is necessary, different industries to implement advanced planning, attempting to explain their business strategy and investment in IT development; the end result, gain competitive advantages and achieve global standards of quality. Enterprise Resource Planning system, or ERP, is an important tool for information and communication technology, which plays an important role in the integration and operation of the institutions, and ultimately with the use of specific facilities, provides the opportunity to join world markets; ERP is now one of the latest gadgets in the world is planning and management. ERP information throughout the

firm with divisions covering the basic functioning it optimizes the necessary conditions to be provided for this purpose that the total integration of internal and external departments, companies and factories that are in the form of one institution management. Thus, adaptable to changing environments, facilitated, and the Institute is able to respond quickly to the needs of changed and new. These systems are capable of using information technology to integrate systems and processes in organizations and are available in a single database.

XX. SUGGESTIONS FOR FUTURE RESEARCH

Investigate the relationship between knowledge management dimensions with innovation in government agencies.

Data envelopment analysis (DEA), new approach in the evaluation of knowledge-based agility of organizations.

Organizational Agility road map, in petrochemical industries, based on information and communication technology.

Provide interpretive structural model, achieve agility through information technology in the organization.

XXI. LIMITATIONS OF THE STUDY

There were obstacles in the way of this study as follows:

- 1. Being time consuming to collect data needed to calculate research variables
- 2. The lack of easy access to government agencies information
- 3. The impossibility of equalization analysis and empowerment of human resources in petrochemical industries
- 4. The lack of support for scientific, research and other organizations and institutions of research

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TABLE IX. SUMMARY OF THE RESULTS OF ANALYTICAL TESTING HYPOTHESIS (CHAPTER IV)

Row	Description of Hypothesis	Commentary
1	There is a significant positive relationship, among the four levels of training evaluation in line with the strategy and organizational agility	Accepted
2	There is a significant positive relationship, among the four levels of training evaluation in line with the Structure and organizational agility	Accepted
3	There is a significant positive relationship, among the four levels of training evaluation in line with the process and organizational agility	Accepted
4	There is a significant positive relationship, among the four levels of training evaluation in line with the Individuals and roles and organizational agility	Accepted
5	There is a significant positive relationship, among the four levels of training evaluation in line with the Information Technology and organizational agility	Accepted