

## **Statistical Analysis of Success Factors of Knowledge Management in Ministry of Education (Case Study: General Directorate of Education in Kermanshah, Iran)**

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**Abstract:** The aim of this study is Statistical analysis of field factors for success of knowledge management system in General Directorate of Education in Kermanshah to create better understanding of knowledge management. The research method is descriptive survey. To evaluation of research variables a questionnaire has been used that Researchers used it in previous studies about knowledge management in the banking but general and fundamental changes was conducted in the questionnaire according to the terms of this research that its validity was confirmed by professors and researchers of management and its reliability was accepted by Cronbach's alpha coefficient of 0.741. With simple random sampling and using sampling cochran formula, 112 staff of General Directorate of Education in Kermanshah are selected that this all staff that work in matters relating to the initial training of teachers and in-service of them training. The conceptual model presented in this study consists of three main components, information technology, organizational culture and organizational structure that each component has four sub-components. At research method and for confirmation of hypothesis, binomial inferential statistics, spearman's test and multiple regressions were used and results are as follows: there are three components for knowledge management success at binomial test in General Directorate of Education in Kermanshah in staff point of view there is positive correlation between three components and knowledge management success at spearman correlation test and there is linear relation between independent triple variables and knowledge management success as dependent variable in multiple regression equation. Therefore, the null hypothesis was rejected and three main hypotheses of this research were approved. That is three indexes of technology, culture and structure have positive and significant effect on knowledge management success and pitch and these factors exist in General Directorate of Education in Kermanshah so it is suggestion that appropriate and essential facilities are provided for promotion of mentioned components.

**Key words:** Knowledge management success, information technology, organizational culture, organizational structure, General Directorate of Education in Kermanshah

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### **INTRODUCTION**

At the beginning of twenty-first century, science and technology play increasing role in development of communities and the world is moving toward the era of central intelligence. Sustainable and comprehensive development is based on intelligence and technology development; it is evident that communities that devoted additional resources and facilities to research, the better they are able to produce knowledge and in variety fields including decision-makers, planning and other activities are more successful (Sharifzadeh and Budlayee, 2008). Rapid changes in today's world faced organizations with different challenges. The winning is belonged

organizations that by management tools and innovative technologies take advantages and knowledge management is one of the tools. The "knowledge" role has always been remarkable in order to achieve growth and development. Now a days, knowledge in organizations is considered as the most important assets that can succeed and gain competitive advantages in modern competitive assist. Many organizations have found that success and even survival need something more than a short-term random access to the knowledge and they have no way other than appropriate using of knowledge management. In this study, first, definitions of knowledge, knowledge management and its primordial are mentioned and then knowledge management principle and

technology role are examined and finally, effective factors at success and failure of knowledge management are explored. Recent advances in information technology are significantly reduced data management costs. These advances are entered learning organization, knowledge organizations and knowledge management concepts at management literature. Organizations are employing knowledge management strategies enable innovation processes, activities, products and its services are provided and thus improve their competitive position. In a dynamic, challenging and competitive business environment, organization moving toward learning organizations is requirement of success at such environment. Nowadays, organizations should can get requirement knowledge for innovation in their products and improvement processes, share it between staff and employ in their daily activities. This is the only way that they can response to competitive requirement environment and changing customer requirements (Alvani *et al.*, 2007).

At communication era that is associated with significant improvements in information technology, organizations require an integrated mechanism to organize data, information and knowledge. Now a days, simply having massive amounts of information cannot be useful and helpful but having relevant, classified and updated information can be helpful for organizations. Knowledge is as intangible commodity that organizations and social researchers exchange it. Now, the question of this research is that General Directorate of Education in Kermanshah condition to what extent provides knowledge for knowledge management system success. And in staff of different division's point of view, this question is answered. Important factors effect on knowledge management success and pitch that in this study and regard to different studies, three components, organizational culture, information technology system and organizational structure are discussed. For exact examination of this matter, each component in turn is subdivided into four components. Designed questions for each of these kinds have determined direct and status of main component and clarify main components that knowledge status that is the topic of research.

**Concepts and background of research:** Knowledge management is an innovation effort of this century called intelligence era to protect, guide and enhance organization's knowledge assets and implies that investment in science has best and most profitable (Adli, 2008). Knowledge management to be used requires coordination with organizational technology, culture and structure. Because, organizational technology, culture and

structure are unique in any organization (Zanjani, 2002). Therefore, by only study, change and creation of appropriate and flexible organizational culture, it is possible to gradually altered the pattern of interaction between people in the organization and benefit knowledge management as a competitive advantage (Gholizade, 2004). Organizational structure plays important role in the knowledge management process; it determines information flow structure that leading to decision and also are implemented at organizational structure and activities (Gholizade, 2004). Also knowledge acquisition is an activity in which individuals along with their daily tasks gain their required knowledge. Interesting point of this capability is that individuals do not require separation of daily tasks and more costs to gain knowledge. Another, note is that capabilities of information technology are not only help individuals to gain required knowledge but also help them to do their daily activities (Rezayian, 2008).

In another research by "Dr. Gholamali Tabarsa" and "Nushin Ormazd" entitled "Determine field factors to knowledge management pitch: A case study of the National Broadcasting Company petroleum of Iran, Tehran" was done at 2008. This research by considering three factors, culture, process and information technology tried to evaluate status one of these factors at national broadcasting petroleum company of Iran-Tehran to intelligence management pitch and their ranking for attention and fortify factors were weak. In this study, 3 main components are divided into 9 sub-divisions and intelligence management has got first rank by following components: Transferring knowledge system knowledge processing system knowledge facilitation system to intelligence management pitch. In this study, information technology has got second rank by knowledge gain process system information systems information technology management and organizational culture has got third rank by management support organizational affection participation in decision making (Tabarsa and Ormazdi, 2008).

Nurbakhsh (2010) has done a study titled "evaluation of teaching and research councils martyr Bahonar University performance based on knowledge management". In this study, desired variables including purposes, leadership, decision approach, frankness issues, participation and creativity, trust each other and so on. The results showed that council's objectives are clearing, engaging and consistently with members' targets. The leadership is distributed at council and each of members can be leader when necessary. Members think about matters, take decisions; members are active at decision making, trust each other are creative and flexible

and respect each other's opinions. Therefore, we can say that educational councils are not in good condition and knowledge management is implemented successfully in this research (Nurbakhsh, 2010).

In a study that has done by "Mostafa Taghavi" and "Mohammad Shafizadeh" at 2009 titled "Principles of Management" noted the role of knowledge at development and mentioned knowledge management and knowledge as important assets of any organization. The conclusions stated that: Knowledge and information are the main tools in dealing with organizational problems today. As a result, knowledge management provides an opportunity to gain a competitive advantage in the performance of employees and the organization as well. Tangible assets do not cause a sustainable competitive advantage for organizations. Today's organizations must base their competitive advantage on intangible assets and intellectual capita (Taghavi and Shafizade, 2009).

In a Ph.D. thesis entitled "Knowledge Management in Public Organizations, Model Design for Knowledge Management in Governmental Organizations of Iran" is written at 2006 by Salavati (2006), Ph.D. in governmental management of Allameh Tabatabai University, given the poor performance of public sector and resource waste by this sector, considered knowledge management as a change methodology and noted knowledge is closest layer to decision making so he stated that nature and quality of used knowledge at decision making determine effectiveness of decisions and so enrich the literature of knowledge management at governmental organizations has effective role on performance and their responses.

Another research in the Journal of Management Information Systems is done by Gould at 2002. This research seeks to design a model of effective knowledge management. Research purposes: Innovation in product, increased ability to identify market opportunities, understanding the customer (3-1. customer satisfaction and 2-3. Customer retention) and Product leadership. In this study, the factors affecting the success of knowledge management in terms of three types of factors have been identified:

**Independent variables:** Market factors (customer, product and competitors), organizational ultra-structures (organizational culture, information technology, organizational structure) and knowledge processing capacity (the ability of knowledge acquisition, knowledge conversion, knowledge utilization and maintenance knowledge).

**Dependent variable:** Knowledge management among the factors mentioned in the gold model, customer satisfaction in market factors, organizational culture at

organizational ultra-structure and the ability to apply knowledge in knowledge management processes have the greatest influence on knowledge management. Results indicated that all hypotheses of this study were approved at the 95% confidence level (Gholizade, 2002). Also, "Saba Ibrahim and Rowley Jennifer" in their study entitled "Knowledge Management in the UK police force" that did at the Manchester Metropolitan University have generally come to the conclusion that none of the organizations surveyed have universal policy or strategy to knowledge management but common understanding and broad knowledge about the importance of sharing wisdom or a successful policy can be seen. And finally, they discussed that main barrier for knowledge prevalence within organization and covering implicit knowledge into explicit knowledge and also success of knowledge management is that there is not right understanding of culture within organization.

## MATERIALS AND METHODS

Statistic population of this study is achieved by examination of General Directorate of Education in Kermanshah and around cities that include all staff that work in matters relating to the initial training of teachers and in-service training of them at spring and summer of 2016 that were 1044 persons. In this study, like many humanities researches, simple random sampling in comparison to complete count was used because of cost effective, speed and short time. In fact, sampling means selecting static sample using society and static sample include society members that have similar features with other members and have consistency and equality with other members (Hafiz, 2008). The question is that the how many persons should be selected as sample by researcher in other words what is volume and number of sample in order to comprehensive results. In this study, the target population is limited so to determine the sample size using Cochran's formula is simple. If the population size is given:

$$n = \frac{z^2 pqN}{d^2 (N - 1) + Z^2 pq}$$

Where:

N = Static population volume that is 1044 persons

n = Sample volume

Z = Standard normal variable that at 95% reliable level is 1.96.

P = Feature proportion at society. If it is not distinct we can give it 0.5. In this condition, it will its maximum value.

q = Persons whose do not have feature in society (q = 1-P)

d = allowable error that we give it 8.74

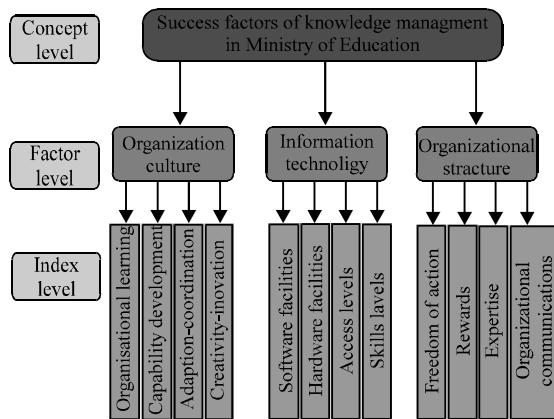


Fig. 1: Conceptual model of research

Cocaran method is used for sampling and finally 112 persons were selected that were selected by simple random method.

Survey method is one of the common methods in social science and its subsets. Survey can be used to descriptive and discover purposes. Survey research is mainly used in studies that in which a person analyzed. But this method can be used for other analysis units such as reciprocal groups or interactions. This “survey” method like other methods is function of theory level. And regard to this matter that our research is about determine dimension of success and pitch knowledge management and we asked person so survey method is the most suitable method because survey research is the best method to collection of main data and description of large population by sampling. And we should keep in mind that survey method needs less time and cost in big societies. Therefore, the establishment and success of knowledge management are among factors that cause these four items and improve it. In this research, models are discussed that have been identified and investigated. Among the various studies in this area, three models are examined with conceptual models and finally a conceptual model is proposed that actually is a combination of three factors.

In sum, this research methodology is descriptive survey. Because, researcher reflected employee’s view of General Directorate of Education in Kermanshah without any intervention and he had no data manipulation. In fact, knowledge management can be seen as a process, i.e., knowledge management means: Acquisition and transformation of knowledge, knowledge creation and knowledge storage and knowledge application (Fig. 1).

**RESULTS AND DISCUSSION**

**Findings and data analysis:** To study research hypothesis, binomial test was used so that persons

Table 1: Results of the binomial test and proportion for and against the existence of Information Technology (IT) in order to establish a knowledge management system in General Directorate of Education in Kermanshah

Variables	Opponent persons proportion	Congruent persons proportion	Significance level of binomial test
Information Technology (IT)	23.7	76.3	0.00

whose were opponent or completely opponent are put in a group and persons whose were congruent or completely congruent are put in another group. This study has three hypotheses. To test these hypotheses, first the number of congruent persons (congruent and definitely congruent) and opponent persons (opponent and definitely opponent) and their proportions are calculated and then their proportion is comparison using binomial test. It should be noted that if the number of congruent persons is more than opponent persons significantly, i.e., in model employee’s view, this condition is provided to pitch knowledge management system in General Directorate of Education in Kermanshah but if the number of opponent persons be more than congruent persons significantly, means not only condition is not provided to pitch knowledge management but also even preventive condition is governor. If there isn’t significant difference between two groups, i.e., condition is not provided to pitch knowledge management but its severity isn’t more to be preventive:

- $H_1$ : Information technology has significant positive effect on knowledge management success in General Directorate of Education in Kermanshah

**Binomial test to test the first hypothesis:** Information technology system in divided into four sub-components: Software facilities, hardware facilities, access and skill levels. In sum, Information technology and its components are provided in employee’s point of view. Because in none of above items, congruent person’s proportion into opponent persons are not more. We can say that in sum, employees agree this view that Information technology and its quadruplet components are provided to pitch knowledge management system in General Directorate of Education in Kermanshah and so zero hypotheses (based on that congruent person’s proportion into opponent person’s proportion is zero) is rejected and the research hypothesis in confirmed. And we can say that employees agree that Information technology and its components are provided to pitch knowledge management system in General Directorate of Education in Kermanshah (Table 1).

**Spearman’s correlation test to test first hypothesis:** According to the results of below table, null hypothesis is rejected because zero hypotheses that based on Spearman’s correlation coefficient which regard to its

Table 2: Spearman's correlation test

Spearman's test	Information technology and knowledge management
Correlation coefficient	0.746
Significance level	0.000
Sample	112

Table 3: Variance analysis

Models	Squares summation	df	Squares average	F-value	Sig.
Regression	6728.447	4	1682.112	1419.118	0.000
Error	126.829	107	1.185		
Total	6855.277	111			

Table 4: Constant coefficients and independent variables in model

Models	Coefficients	SD	t-value	Sig.
Constant value	0.601	0.750	0.8010	0.425
Software facilities	1.032	0.054	18.988	0.000
Hardware facilities	0.967	0.059	16.377	0.000
Skill	0.997	0.068	14.691	0.000
Access	0.973	0.038	25.900	0.000

significance level that is zero and <0.05, null hypothesis is rejected and since correlation coefficient is positive (0.74) so the relationship between two variables is aligned, i.e., information technology has a positive impact on knowledge management success in General Directorate of Education in Kermanshah (Table 2).

**Regression test to test first hypothesis**

**Multiple regressions of first hypothesis:** Following table shows the results of multiple regressions between dependent variable, information technology and independent variables including software facilities, hardware facilities, skill and access. In the following Table, zero hypothesis of independent variables are examined that zero hypothesis of constant coefficient is:  $H_0: b_0 = 0$  that since significant level is 0.425 and its value is >0.05 so zero hypothesis is accepted, i.e., constant coefficient is zero and its presence is neglected in model. For other coefficients of model also this test was done and Table 3 and 4 shows that significance level for all other independent variables is calculated zero that means zero hypothesis is rejected and presence of these variables in model is essential. Fitting model is as follows:

$$Y = 1.032X_1 + 0.967X_2 + 0.997X_3 + 0.973X_4$$

$$\text{Information technology} = 1.032 \text{ software facilities} + 0.967 \text{ hardware facilities} + 0.997 \text{ skills} + 0.973 \text{ access}$$

- $H_2$ : Organizational culture has significant positive effect on knowledge management success in General Directorate of Education in Kermanshah

Table 5: Results of the binomial test and proportion for and against the existence of organizational culture in order to establish a knowledge management system in General Directorate of Education in Kermanshah

Parameter	Opponent persons proportion	Congruent persons proportion	Significance level of binomial test
Organizational culture	0.11	0.89	0.00

Table 6: Spearman's correlation test organiza

Spearman test	Knowledge management and organizational culture
Correlation coefficient	0.656
Significance level	0.000
Sample	112

Table 7: Variance analysis

Models	Squares summation	df	Squares average	F-value	Sig.
Regression	6213.913	4	1553.478	72.347	0.000
Error	2297.578	107	21.473		
Total	8511.491	111			

**Binomial test to test second hypothesis:** As explained before, organizational culture is divided into four sub components, organisational learning, capability development, creativity-innovation and adaption coordination. The results of this research (Table 5) show that in sum, organizational culture field and its components are provided in employee's point of view. Because in none of above items, congruent person's proportion into opponent persons are not more. We can say that in sum, employees agree this view that organizational culture and quadruplet components are provided to pitch knowledge management system in General Directorate of Education in Kermanshah and so zero hypotheses (based on that congruent person's proportion into opponent person's proportion is zero) is rejected and the research hypothesis is confirmed. And we can say that employees agree that organizational culture field and its components are provided to pitch knowledge management system in General Directorate of Education in Kermanshah.

**Spearman's test to test second hypothesis:** According to the results of (Table 6 and 7), null hypothesis is rejected because zero hypotheses that based on Spearman's correlation coefficient which regard to its significance level that is zero and <0.05, null hypothesis is rejected and since correlation coefficient is positive (0.65) so the relationship between two variables is aligned, i.e., organizational culture has a positive impact on knowledge management success in General Directorate of Education in Kermanshah.

**Regression test to test second hypothesis**

**Multiple regressions of second hypothesis:** Table 8 shows results of multiple regressions between dependent

Table 8: Constant coefficients and independent variables in model

Models	Coefficients	SD	t-value	Sig.
Constant coefficient	2.514	3.112	0.808	0.421
Organisational learning	1.093	0.208	5.257	0.000
Adaption-coordination	0.837	0.182	4.606	0.000
Capability development	0.993	0.430	2.307	0.023
Creativity-innovation	0.903	0.211	4.279	0.000

Table 9: Results of the binomial test and proportion for and against the existence of organizational structures in order to establish a knowledge management system in General Directorate of Education in Kermanshah

Parameter	Opponent persons proportion	Congruent persons proportion	Significance level of binomial test
Organizational structure	30.7	69.3	0.002

variable, organizational culture and dependent variables including organisational learning, adaption coordination, capability development and creativity innovation. At Table 9, zero hypothesis of independent variables are examined that zero hypothesis of constant coefficient is  $H_0: b_0 = 0$  that since significant level is 0.421 and its value is greater than 0.05 so zero hypothesis is accepted, i.e., constant coefficient is zero and its presence is neglected in model. For other coefficients of model also this test was done and Table 4-14 shows that significance level for all other independent variables is calculated zero that means zero hypothesis is rejected and presence of these variables in model is essential. Fitting model is as follows:

$$Y = 1.093X_1 + 0.837X_2 + 0.993X_3 + 0.903X_4$$

Organizational culture =  
 1.093 Organisational learning + 0.837 Adaption-Coordination + 0.993 Capability development + 0.903 Creativity-innovation

- $H_3$ : Organizational structure has significant positive effect on knowledge management success in General Directorate of Education in Kermanshah

Binomial test to test third hypothesis: As explained before, organizational structure is divided into four sub-components, freedom of action and duties, related expertise, suitable laws and communication and concentration level. In sum, organizational structure and its components from employee's point of view are provided. Because opponent individuals proportion to congruent person proportion is not more in none of above items. We can say that employees agree that organizational structure and its quadruplet components are provided in General Directorate of Education in

Table 10: Spearman's correlation test

Spearman's test	Knowledge management and organizational structure
Correlation coefficient	0.884
Significance level	0.000
Sample	112

Table 11: Variance analysis

Models	Squares summation	df	Squares average	F-value	Sig.
Regression	4870.698	4	1217.675	1214.652	0.000
Error	107.266	107	1.002		
Total	4977.964	111			

Table 12: Contant and independent variable in the model model

Models	Coefficients	SD	t-value	Sig.
Constant coefficient	0.960	0.593	1.6190	0.108
Freedom of action	0.977	0.048	20.209	0.000
Expertise	0.977	0.045	21.604	0.000
Rewards	0.660	0.131	5.0230	0.000
Organizational communication	1.054	0.051	20.684	0.000

Kermanshah to pitch knowledge management system and so zero hypotheses (congruent proportion to opponent portion is zero) is rejected and research hypothesis is confirmed. And we can say that employees agree that organizational structure condition and its components are provided to pitch knowledge management system in General Directorate of Education in Kermanshah.

**Spearman's test to test the third hypothesis:** According to results of (Table 10), null hypothesis is rejected because zero hypothesis that is based on zero Spearman correlation coefficient which according to significance level, its value was calculated zero that is  $<0.05$ , zero assumption of this coefficient is rejected and since correlation coefficient is positive (0.88) so the relationship between two variables is aligned, it means that organizational structure for successful knowledge management has a positive impact in General Directorate of Education in Kermanshah.

**Regression test to test the third hypothesis**

**Multiple regression of third hypothesis:** Table 11 shows the multiple regressions between dependent variable, organizational structure and dependent variables including freedom of action, expertise, rewards and Organizational communication. Zero assumption of independent variables is examined at (Table 12), this hypothesis is  $H_0: b_0 = 0$  that since significance level is 0.108 and its value is  $>0.05$  so zero hypotheses are accepted, i.e., constant coefficient is zero and its presence is neglected in model. For other coefficients of model also this test was done and (Table 12) shows that significance level for all other independent variables is

Table 13: Results of the binomial test and proportion for and against the existence of components of knowledge management in order to establish a knowledge management system in General Directorate of Education in Kermanshah

Parameters	Opponent persons proportion	Congruent persons proportion	Significance level of binomial test
Information technology	23.7	76.3	0.00
Organizational culture	0.11	0.89	0.002
Organizational structure	30.7	69.3	0.00

Table 14: Variance analysis

Models	Squares summation	df	Squares average	F-value	Sig.
Regression	40412.464	3	13470.821	721.869	0.000
Error	2015.393	108	18.661		
Total	42427.857	111			

calculated zero that means zero hypothesis is rejected and presence of these variables in model is essential. Fitting model is as follows:

$$Y = 0.977X_1 + 0.977X_2 + 0.660X_3 + 1.054X_4$$

Organizational structure =  
0.977 freedom of action + 0.977 expertise +  
0.66 rewards + 1.054 organizational communication

At last as mentioned before, knowledge management is divided into three main components, organizational culture, information technology and organizational structure. The results of this study (Table 13) show that in all components, there is significant difference between congruent and opponent individuals. In conclusion, congruent and opponent persons do not have similar views. In other words in above field, employees of this research significantly agree that condition is provided to pitch knowledge management system. It should be mentioned that in sum, knowledge management and its components from employee's point of view, provide suitable field and we can say that in sum, employees agree that knowledge management and its triple components have provided to pitch knowledge management system in General Directorate of Education in Kermanshah and according to this same conclusion, zero hypothesis is rejected and research hypothesis is confirmed. And we can say that employees agree that culture, information technology and structure are provided for success of knowledge management system. And it is concluded that pitching and Success of knowledge management system is provided at General Directorate of Education in Kermanshah.

**Multiple regression tests at general form:** Table 14 shows results of multiple regression tests between

Table 15: Constant coefficients and independent variables at model

Model	Coefficients	SD	t-value	Sig.
Constant coefficient	5.141	3.224	1.594	0.114
Information technology	1.084	0.071	15.220	0.000
Organization structure	1.192	0.084	14.265	0.000
Organization culture	0.692	0.057	12.169	0.000

dependent variable, knowledge management and independent variables including information technology, organizational structure and organizational culture. In (Table 15), the test is assuming zero for independent variables and this hypothesis is  $H_0: b_0 = 0$  that since significance level is 0.114 and its value is  $>0.05$ , so zero hypothesis is accepted, i.e., constant coefficient value is zero and its presence is neglected. For other coefficients of model also this test was done and Table 15 shows that significance level for all other independent variables is calculated zero that means zero hypothesis is rejected and presence of these variables in model is essential. Fitting model is as follows:

$$Y = 1.084X_1 + 1.192X_2 + 0.692X_3$$

Knowledge management =  
1.084 information technology + 1.192 organizational structure + 0.692 organizational culture

The aim of this study is studying effective factors at knowledge management success in employee's point of view of General Directorate of Education in Kermanshah including executives, managers and assistances.

- $H_1$ : Information technology has significant positive effect on knowledge management success in General Directorate of Education in Kermanshah

According to results we can say that in sum, employees agree that information technology system and its four components at General Directorate of Education in Kermanshah provide necessary field for success of knowledge management. So we can say that information technology status to success of knowledge management has provided at General Directorate of Education in Kermanshah. In other words, according to the results of binomial test and proportion of congruent and opponent persons to existence of Information technology to pitch and success knowledge management at General Directorate of Education in Kermanshah, in none of items, the proportion of opponent persons into congruent persons is not significant and also regard to significance level of binomial test that is 0.00 and  $<0.5$  and significance level of Spearman test that is 0.000 and  $<0.5$ , so we can say that in sum, employees of General Directorate of

Education in Kermanshah agree significantly that conditions of Information technology is provided to success of knowledge management at this General Directorate.

And since correlation coefficient is positive (0.74) so the relationship between two variables is aligned, i.e., information technology has a positive impact on knowledge management success in General Directorate of Education in Kermanshah. And from this point of view, information technology is one of the effective dimensions on knowledge management success. According to regression test, it is observed that sig value is 0.000 for four variables, i.e., it is  $<0.50$  that indicates that there is a linear relationship between information technology and these four variables and existence of these four variables is necessary. Also, it is observed that sig value is 0.000 for information technology as an independent variable, i.e.,  $<0.50$  that also indicates that there is a linear relationship between information technology and knowledge management success. So, it is concluded that information technology has a positive impact on knowledge management and changes at information technology and its components cause changes at knowledge management success and since this change is positive and based on first hypothesis is confirmed, it means that information technology has a significant positive impact on knowledge management success of General Directorate of Education in Kermanshah.

- $H_2$ : Organizational culture has a significant positive impact on knowledge management success in General Directorate of Education in Kermanshah

We can say that in sum, employees of General Directorate of Education in Kermanshah agree that organizational culture and its quadruplet components are provided to knowledge management success. In other words, employees of this research agree significantly that organizational culture condition is provided at General Directorate of Education in Kermanshah. In other words, according to the results of binomial test and proportion of congruent and opponent persons to existence of organizational culture to pitch and success knowledge management at General Directorate of Education in Kermanshah in none of items, the proportion of opponent persons into congruent persons is not significant and also regard to significance level of binomial test that is 0.00 and  $<0.5$  and significance level of Spearman test that is 0.000 and  $<0.5$ , so we can say that in sum, employees of General Directorate of Education in Kermanshah agree significantly that condition of organizational culture is provided to knowledge management success at this general directorate.

And, since correlation coefficient is positive (0.65), so the relationship between two variables is aligned, i.e., organizational culture has a positive impact on knowledge management success in General Directorate of Education in Kermanshah. And from this point of view, organizational culture is one of the effective dimensions on knowledge management success. Also, it is observed that Sig. value is 0.000 for four variables, i.e.,  $<0.50$  that also indicates that there is a linear relationship between these four variables and organizational culture and existence of these four variables is essential. So it is concluded that organizational culture has a positive impact on knowledge management and changes at information technology and its components cause changes at knowledge management success and since this change is positive and based on second hypothesis is confirmed, it means that organizational culture has a significant positive impact on knowledge management success of General Directorate of Education in Kermanshah:

- $H_3$ : Organizational structure has significant positive effect on knowledge management success in General Directorate of Education in Kermanshah

Statistic findings show that in sum, employees agree that organizational structure and its quadruplet components are provided to knowledge management success and it is concluded that research hypothesis is confirmed. So, it is affirmed that organizational structure status is desirable to knowledge management success. And since correlation coefficient is positive (0.88), so the relationship between two variables is aligned, i.e., organizational structure has a positive impact on knowledge management success in General Directorate of Education in Kermanshah. And from this point of view, organizational structure is one of the effective dimensions on knowledge management success. Also, it is observed that Sig. value is 0.000 for 4 variables, i.e.,  $<0.50$  that also indicates that there is a linear relationship between these four variables and organizational structure and existence of these 4 variables is essential. So it is concluded that organizational structure has a positive impact on knowledge management and changes at structure and its components cause changes at knowledge management success and since this change is positive and based on third hypothesis is confirmed, it means that organizational structure has a significant positive impact on knowledge management success of General Directorate of Education in Kermanshah.



## **CONCLUSION**

Since, there is learning-training spirit at organization, suitable plans help more promotion of learning-training spirit between employees. Among these measures, fortnightly or monthly regular meetings to exchange experiences, organizing workshops and participatory are noted. Organization and management, motivation and learning of science literacy and encourage people to create and staff to study and gain more knowledge. The most effective way of doing this by providing continuing education related to educational can be named.

## **SUGGESTIONS**

In the access and the skills section, create information systems for strategic planning knowledge oriented, necessary skills in the use of information systems such as: Internet, intranet, extranet and groupware, for workers by organizing training required, provide a database of organizations and addresses for all users, enthusiastic service to all users of the information are noted. To evaluate employee's performance, planning unit of organization has done activities according to human resources area that hopefully get knowledge and expertise of people that is cause of more efficiency.

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