

The Impact of Knowledge Management on Strategic Thinking Case Study: Kayson INC

Sara Alamian Daroukola, Golamreza Hashemzadeh Khoorasgani and Ashraf Shahmansoury
Department of Technology Management, Faculty of Management and Accounting,
Islamic Azad University, Tehran South Branch, Tehran, Iran

Abstract: Today, not only the world and the external environment are changing but also the economy and country's markets are in transition. In these circumstances, many previous opportunities will be lost and new opportunities will be created. Lack of strategic thinking in the chief executive officers of influential governmental firms and organizations deprives them from taking advantage of new opportunities. Thus, it seems vital to equip the chief executive officers with the strategic approach. Abraham considers strategic thinking as a way for identifying reliable strategies or business models which lead to value creation for the customer. He believes that searching for appropriate strategic choices is actually the practical result of strategic thinking that it is usually done as a part of the strategic management process. This research aimed at studying the effects of knowledge management on strategic thinking. This is a correlating-practical research. The population of this study was one-hundred and seventy-eight people which were selected among personnel and managers of KAYSON Company. Data were gathered according to Morgan and by using simple random sampling method. The measurement instrument of research is a standard questionnaire with validity and reliability. Regression analysis is carried out using in SPSS software for analyzing the data. Results showed that knowledge management has a positive and significant impact on the strategic thinking.

Key words: Knowledge management, strategic thinking, strategic planning, new opportunities, influential governmental

INTRODUCTION

Now a days, the competitive environment between organizations is further intensified due to the constant change, increased uncertainty, complex conditions, rapid growth, especially in ICT (Information and Communication Technology) economic conditions and customer's demands. In such an environment, increasing the competitive ability and empowering organizations will play a determinant role in their survival. Ongoing changes in today's business environment where the market consistently becomes more competitive and innovative rates rise have caused institutions and organizations recognize the knowledge as a key capital and knowledge management be raised as a strategic need and organization's ability to utilize their non-material capitals be more determinant than their ability to invest and manage their physical capitals.

In order to successfully exploit: There should be a proportional correspondence between the organization's missions and objectives and its strategy and knowledge management for successfully exploit its knowledge

assets. That is, the objectives and strategies of knowledge management should reflect the objectives and strategies of the organization. Tiwana claimed that knowledge leads strategy as well as strategy is the leader of knowledge. Tiwana exceeds this and states that even the best knowledge management systems of the world also will be pointless without a clear relationship between knowledge management and business strategy. Thus, strategists (business executives, strategic and knowledge managers) should consider the extraordinary effect of knowledge on formulating organization's strategy and its success. Moreover, institutions should ensure that their knowledge strategy and knowledge plan are consistent with the organization's objectives and technologies, resources, rules, skills, culture and other organizational factors support the business objectives. Once the knowledge management strategy and business strategy were queued, knowledge management system moves towards a path that announces an emergence of a sustainable competitive advantage.

Incentives for innovation in the 21st century and increasing competition in the market critically depends on the quality of knowledge used in the major process of

trade and business. It is natural that the reputation of knowledge management progresses steadily. Not only because that a large number of organizations in developed countries are in the process of transition to the knowledge organizations but also since the entire human civilization is in the process of transition to the knowledge society. A society that its progress largely depends on the knowledge management efficiency. Knowledge management attracted attention of many researchers and apprentices. Paul and chong have suggested six reasons for why knowledge management has been placed at the apex since 1990 onwards which are as follows.

First, the 1980s was a period when organizations did not valorize human resources very much. Many organizations had to layoff human resources; they retired peoples at a certain age; mid-level managers were eliminated and they have carried out such measures. But they later realized that individuals are the most important source of knowledge in the organization and this is labor that can create new knowledge. The second reason is the acceptance of the fact that it is knowledge and incorporeal assets that creates wealth and value; not the work, capital and land that traditionally were considered as production resources. The most obvious incorporeal assets are things like product's brand, the ability to do work and deliver service to the customer. For example, Microsoft's wealth depends on its operating systems like DOS and Windows not its building and technologies. The third reason is that organization's communication and affiliation with each other has been increased in knowledge. If one wants to provide goods or services to the customer, s/he must communicate with many organizations and companies and must do what universities and publishers have done. That is, the technology should be linked with human, service and customer (cooperation with the author, publishing and delivering to the customer). This means that organizations need to cooperate with each other in the creation and transfer of knowledge between each other. Therefore, the organizations, on the one hand, should maintain their competitive advantage and at the same time, they must open their borders to be able to give as well as take the knowledge. The fourth reason is the pace of change that has forced the organizations to learn constantly and even faster than the change. The concept of organizational learning is based on the fact that knowledge quickly becomes obsolete and outdated, i.e., the knowledge within organizations must be continuously innovated and updated and this work involves constant learning and a culture, in which there is a trend to learn at the organizational level meaning the reconstruction of process and procedures. The fifth reason is about

understanding the fact that competitive advantage and sometimes organization survival is achieved through innovation. New innovation requires new knowledge that it needs for the support of culture and new systems. Also, it is necessary to establish a culture that reinforces risk-taking since in many cases innovation fails. But if one looks from the perspective of knowledge management, s/he will not think about failure and finding culprit but seeks to learn some points from failures and find out that how to pass off that position. It provides a cultural change for many organizations that naturally refuse to risk-taking. The sixth reason, the role of knowledge in the organization's competitiveness power has become more prominent in recent decades. In fact, modern companies should rely on the capital of knowledge instead of the land, plant and equipment as a competitiveness factor. The accumulation of knowledge in an organization which is caused by experiences of implementing multiple projects, the presence of experienced human resources and the gathered documentations on the required working issues is not replaceable by any other parameter.

Research questions: What is the impact of knowledge management on the strategic thinking?

Research sub-questions:

- What is the impact of knowledge management on the vision?
- What is the impact of knowledge management on the innovation?
- What is the impact of knowledge management on the systematic thinking?
- What is the impact of knowledge management on the organizational learning?
- What is the impact of knowledge management on the market-oriented thinking?

Theoretical framework

The definition and concept of knowledge management:

Knowledge management includes methods, tools and tactics through which producing, reinforcing and releasing knowledge would be possible. This is a capital by which organizations reach to profitability and productivity and it leads to goods products and high quality services. Knowledge management is our knowledge sharing with others. Knowledge management includes any activities of creation, capture, share and use of knowledge that happens in the organization in order to improve learning and performance. In general, many researchers have been defined knowledge management in the form of a four-loop process as follows. The effective learning processes that are associated with creating,

organizing, sharing knowledge and applying it, caused to improve organization's intellectual capital and its performance. This model is presented in Fig. 1.

Naturally, various categories have been introduced regarding the process of knowledge management which this study has considered the above four-looped process. In this regard, one of the comprehensive categories is presented in the article of Mir Qafoori that is given in the following Table 1.

As it can be seen in the above table, each of researchers has proposed various processes for knowledge management. But, the four-looped processes of creation, organize, share and apply are visible among all these processes.

Strategic thinking: In the mid-1980s, the lack of effectiveness of strategic planning process led many experts to have emphasized the importance of strategic planning. In 1990, the paradigm of strategy developed more with the emergence of strategic planning in order to help strategic planning and strategic management and facilitate them. The evolution of strategic paradigm from the strategic planning to the strategic management; then to the strategic thinking is a reflection of economic, technological and social changes which was since its inception in the mid-1950s; in particular, since 1984 was escalated with higher levels of volatility and it confronted

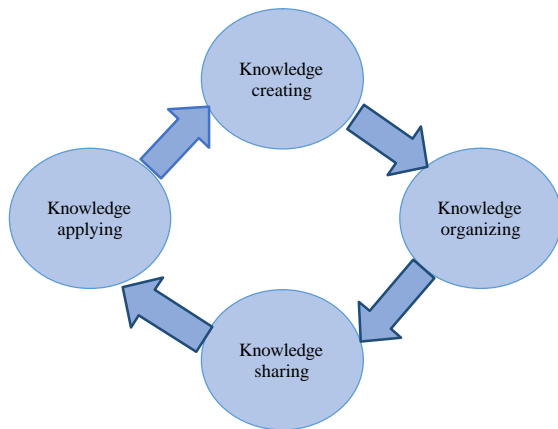


Fig. 1: Four-looped knowledge management model

Table 1: Knowledge management processes according to the experts

| Researcher's name | Knowledge management processes |
|----------------------|--|
| Wiig | Creation, capture, transfer and use |
| Davenport and Prusak | Determine requirements, capture, distribute, use |
| Chauvel and Despres | Mapping, acquire and create, package, store, share, apply, reuse |
| Probst | Determine knowledge goals, identification, acquisition, development, preservation, sharing, use and assessment |
| Leinder and Alavi | Creation, storage, transfer, application |
| Aspinwall and Wong | Capture, organize, share, application |
| Jashapara | Acquire, organize, store, present, share, assess |
| Rao | Creation, codification, retrieval, application, distribution, validation, tracking, personalization |

the strategy process in the organizations to new requirements (Boloki, 2011). Strategic thinking is a divergent and innovative process and it is associated with the prospect and perspective developed by the organization's leaders. This requires manager's thinking to go beyond the routine activities in order to focus on the long-term strategic intention desired for business. There has been a great focus on the Strategic thinking in the field of strategic management over the last decade and several studies have mentioned to the importance of strategic thinking ability for managers. Strategic thinking is considered as one of the two main capabilities of leaders with outstanding performance. Strategic thinking has long been recognized as the trump card in the various social and economic fields. At first glance, this skill is often confusing for many managers; although they know that the road to success in the business passes through its identification. In Iran due to the increasing changes in the environment of each organization, development of technology in the society, competitiveness of the business environments and expectations of customers and stakeholders from organizations and firms, it is necessity to have managers with strategic thinking by which consider the factors affecting the organization and to get an appropriate understanding of the environment and make the right decision by analyzing them. Mintzberg notes the strategic thinking as an integrated view of business in the mind, Gary Hamel describes it as the artistic architecture of strategy based on the creativity and understanding the business and Stacy recognizes it as the learning-based planning (Qaffariyan and Ahmadi, 2002, 2004).

Abraham considers strategic thinking as a way for identifying the reliable strategies for business models that lead to value creation for customers. He believes that searching for appropriate strategic choices is actually the practical result of strategic thinking that it is usually done as a part of the strategic management process. Zade and Xaleqi (2009) defines the strategic thinking as the consequence of self-assertiveness, mind's mechanism and devisal architecture which its motion-creating aspect appears after interpreting the soul and heart of managers. Graetz has stated that strategic thinking plays an important role in creating and visualizing a new and very

different future for the organization which may lead to redefining the main strategies or even the industry in which the company operates. Strategic thinking includes activities such as data collection, analysis and debate on the conditions governing the organizations and companies with diverse activities and respond to the fundamental questions about the organization's portfolios. The ability to interpret unrelated and unplanned events is the greatest sign of manager's success in the current organizations. These abilities are basically the same strategic thinking in an organization which themselves represent a fundamental shortage of an organization's excellence and empowerment. One of the problems in the organizations is the lack of strategic thinking at the level of top managers. Lack of strategic thinking in the chief executive officers of firms and organizations deprive them from taking advantage of new opportunities. So, nowadays, it is emphasized to the point that the chief executive officers for their effectiveness should be equipped with a simple and important tool which is called "strategic thinking" (Rabi'e *et al.*, 2009). Graetz States that strategic thinking is a process in which managers gain a different vision of the organization and its varied environment by viewing the crises and the daily management processes of the above.

The elements of strategic thinking: Acur and Englist have offered elements such as awareness of the industry and opponents; self-criticism, awareness of the major problem of the company and learning based on the past experiences and have defined strategic thinking on the basis of these items. Bonn has proposed the elements of strategic thinking in several levels. He has offered elements of strategic thinking at the individual level which includes systematic thinking, creativity and a vision of the organization's future. He believes that the concept of strategic thinking requires a dual approach which on one hand, it has identified the characteristics of a person, who has the strategic thinking capability and on the other hand, it has investigated the processes and substrates governing the individual. In his future researches, he considers a third level with the aim of investigating the group interaction affecting the strategic thinking. Graetz holds that thinking elements in the right hemisphere of the brain, including creativity, curiosity and entrepreneurship are the elements of strategic designing, i.e., the strategic thinking. Napier and Albert have recognized three aspects of strategic thinking:

- The extension of person's focused domain while thinking about organizational issues
- The horizon of time in decisions

- Key persons who are able to think strategically and the extent of their appointment in formal planning systems

Liedtka cites five factors as the characteristics of strategic thinking. These factors are system thinking, intent-focused, intelligent opportunism, thinking in time and hypothesis-driven. He also says that even though strategic thinking originates from individuals, they need an organizational setting that supports strategic thinking and talking. In the other research, he has presented five stages to improve the strategic thinking, including criteria definition, keeping the focus, using multiple resources for insight and analysis, a balance between analytical and intuitive approaches and test analysis.

Literature review: Afjany in a study on the strategic thinking has explained the strategic thinking and its advantages, its nature and function and ultimately a conceptual model for this way of thinking. The main purpose of the article is not to explain this key managerial approach but what archives are the forming a set of components in a viewpoint about the business environment; a viewpoint that can expand manager's effectiveness. This study focuses on the competitive advantage of the organization on the basis of competition. Majid Abad have conducted research on the relationship between strategic thinking of the chief executive officers and successful implementation of knowledge management in the knowledge-based organizations. Their research results showed that there is a significant relationship between all aspects of strategic thinking and successful implementation of knowledge management in the knowledge-based organizations. Kiesler have done a research entitled "Knowledge Management Process: Theory, Activities and Items". It was a review research and it has expressed the knowledge management processes and its principles. Badr Yousef Obaid have conducted a research entitled "The Relationships Between Methods of Human Resources Management, Organizational Commitment and Knowledge Management Process by Using Structural Equation Modeling". This study aimed at investigating the relationship between methods of human resources management and organizational commitment, on one hand and their relationship with the knowledge management process on the other hand. The results showed that the methods of human resources management (the methods of recruitment, training and development, performance appraisal and reward system) have significant impact on the organizational commitment (affective commitment, continuance commitment and normative

commitment). Finally, this study has revealed the relationship between methods of Human Resources (HR) management and process of Knowledge Management (KM) (knowledge acquisition, knowledge distribution, knowledge interpretation and organizational memory). In general, results showed that there is a causality relationship between methods of human resources and organizational commitment, on one hand; a causality relationship between commitment and the process of knowledge management, on the other hand.

MATERIALS AND METHODS

This is a correlating-practical research. The population of this study was one-hundred and seventy-eight people which were selected among personnel and managers of KAYSON Company. Data were gathered according to Morgan and by using simple random sampling method.

The measurement instrument of research is a standard questionnaire with validity and reliability. Regression analysis is carried out using in SPSS Software for analyzing the data.

RESULTS AND DISCUSSION

The descriptive findings: In terms of sex, it can be said that men with 70.76% and women with 29.36 % were in the sex distribution of this group. In terms of education level, 72% of respondents had bachelor degree that shows the highest frequency. Also, respondents who had the master degree have formed 28% of the total samples. In terms of age also was revealed that 13.84% of respondents were younger than 30 year, 47.3% between 30 and 40 year, 30% between 40 and 50 year and 8.86% of them were older than 50 year.

The job experience statistics showed that 28.84% of respondents had between 5 and 10 year of job experience, 10.38% of them had <5 year of job experience, 40.38% had between 10 and 15 year job experience, 16.54% had between 15 and 20 year of experiences and 3.86% had >20 year of job experience. Finally, respondent’s marital status indicated that 75% of respondents were married and 25% of them were single.

The inferential findings

Evaluating the research hypotheses

First sub-hypothesis: Knowledge management has a significant impact on the vision. According to Table 2, the value of the coefficient of determination is calculated equal to 0.404. This means that the independent variable determines 40% of changes in the

Table 2: Summary of the model in first sub-hypothesis

| Parameters | Values |
|---|---------|
| Correlation coefficient | 0.63700 |
| Coefficient of determination | 0.40400 |
| The modified coefficient of determination | 0.39400 |
| Standard error of estimation | 0.41832 |
| Beta coefficient | 0.63700 |
| T-statistics | 5.78900 |
| Durbin-Watson | 1.57900 |

Table 3: Summary of the model in second sub-hypothesis

| Parameters | Values |
|---|--------|
| Correlation coefficient | 0.404 |
| Coefficient of determination | 0.171 |
| The modified coefficient of determination | 0.155 |
| Standard error of estimation | 0.432 |
| Beta coefficient | 0.414 |
| T-statistics | 3.184 |
| Durbin-Watson | 1.839 |

Table 4: Summary of the model in third sub-hypothesis

| Parameters | Values |
|---|--------|
| Correlation coefficient | 0.534 |
| Coefficient of determination | 0.285 |
| The modified coefficient of determination | 0.270 |
| Standard error of estimation | 0.435 |
| Beta coefficient | 0.534 |
| T-statistics | 4.419 |
| Durbin-Watson | 1.317 |

dependent variable. Also, the value of Durbin-Watson coefficient was between 1.5 and 2.5 that is indicative of error’s independence between variables. The positive sign of beta coefficient reveals that the relationship is direct or positive. On the one hand, the value of beta coefficient between the two variables was obtained equal to 0.637 which shows that knowledge management has a significant impact on the vision.

Second sub-hypothesis: Knowledge management has a significant impact on the innovation. According to Table 3, the value of the coefficient of determination is calculated equal to 0.171. This means that the independent variable of this relationship determines 17.1% of changes in the dependent variable. The value of Durbin-watson coefficient (DW = 1.839) was between 1.5 and 2.5 that is indicative of error’s independence between variables. Also, the positive sign of beta coefficient reveals that the relationship is direct or positive. Meanwhile, the value of beta coefficient between the two variables was obtained equal to 0.414 which indicates that knowledge management has a significant impact on the innovation.

Third sub-hypothesis: Knowledge management has a significant impact on the systematic thinking. As it can be seen in Table 4, the value of the coefficient of determination is calculated equal to 0.285. This means that

Table 5: Summary of the model in fourth sub-hypothesis

| Parameters | Values |
|---|--------|
| Correlation coefficient | 0.649 |
| Coefficient of determination | 0.421 |
| The modified coefficient of determination | 0.409 |
| Standard error of estimation | 0.281 |
| Beta coefficient | 0.649 |
| T-statistics | 5.971 |
| Durbin-Watson | 2.042 |

Table 6: Summary of the model in fifth sub-hypothesis

| Parameters | Values |
|---|--------|
| Correlation coefficient | 0.535 |
| Coefficient of determination | 0.287 |
| The modified coefficient of determination | 0.272 |
| Standard error of estimation | 0.364 |
| Beta coefficient | 0.535 |
| T-statistics | 4.439 |
| Durbin-Watson | 1.452 |

the independent variable of this relationship determines 28.5% of changes in the dependent variable. The value of Durbin-Watson coefficient (DW = 1.317) was between 1.5 and 2.5 that is indicative of error's independence between variables. Also, the positive sign of beta coefficient reveals that the relationship is direct or positive. Meanwhile, the value of beta coefficient between the two variables was calculated equal to 0.534 which reveals that knowledge management has a significant impact on the systematic thinking.

Fourth sub-hypothesis: Knowledge management has a significant impact on the organizational learning. As it can be seen in Table 5, the value of coefficient of determination is obtained equal to 0.421. This means that the independent variable of this relationship determines 42.1% of changes in the dependent variable. The value of Durbin-Watson coefficient (DW = 2.042) was between 1.5 and 2.5 that is indicative of error's independence between variables. Also, the positive sign of beta coefficient reveals that the relationship is direct or positive. Meanwhile, the value of beta coefficient between the two variables was obtained equal to 0.649 which reveals that knowledge management has a significant impact on the organizational learning.

Fifth sub-hypothesis: Knowledge management has a significant impact on the market-oriented thinking. According to Table 6, the value of the coefficient of determination is obtained equal to 0.287. This means that the independent variable of this relationship determines 28.7% of changes in the dependent variable. The value of Durbin-Watson coefficient (DW = 1.452) was between 1.5 and 2.5 that is indicative of error's independence between variables. Also, the positive sign of beta coefficient reveals that the relationship is direct or positive. On the

Table 7: Summary of the model in the main hypothesis

| Parameters | Values |
|---|--------|
| Correlation coefficient | 0.775 |
| Coefficient of determination | 0.600 |
| The modified coefficient of determination | 0.592 |
| Standard error of estimation | 0.210 |
| Beta coefficient | 0.775 |
| T-statistics | 8.579 |
| Durbin-Watson | 1.675 |

one hand, the value of beta coefficient between the two variables was calculated equal to 0.535 which indicates that knowledge management has a significant impact on the market-oriented thinking.

The main hypothesis: Knowledge management has a significant impact on the strategic thinking. According to Table 7, the value of the coefficient of determination is obtained equal to 0.600. This means that the independent variable of this relationship determines 60% of changes in the dependent variable. The value of Durbin-Watson coefficient (DW = 1.675) was between 1.5 and 2.5 that is indicative of error's independence between variables. Also, the positive sign of beta coefficient reveals that the relationship is direct or positive. On the one hand, the value of beta coefficient between the two variables was calculated equal to 0.776 which indicates that knowledge management has a significant impact on the strategic thinking.

CONCLUSION

The results of evaluating the first sub-hypothesis: knowledge management has a significant impact on the vision: After evaluating the impact of knowledge management on the vision was found that the value of the coefficient of determination is calculated equal to 0.404 which means the independent variable of this relationship determines 40% of changes in the dependent variable. According to the significance level of 0.000 between the two variables which is < 0.05 , it can be concluded that the relationship between the two variables is accepted. Also, the positive sign of beta coefficient reveals that the relationship is direct or positive. Meanwhile, the value of beta coefficient between the two variables was calculated equal to 0.637 which indicates that knowledge management has a significant impact on vision. In this regard, McCarthy, Greaves and Chatzoglou found similar results.

The results of evaluating the second sub-hypothesis: knowledge management has a significant impact on the innovation: All organizations need new ideas and innovative opinions for their survival. New ideas and

thinking like a spirit get blown into the body of the organization and save it from annihilation and destruction. In our era in order to survive and thrive and even maintain the status quo, the modernistic enthusiasm and innovation in the organizations must be sustained to avoid from stagnation and destruction. In order to survive in the today's turbulent and changeable world, one must turn toward innovation and creativity and in addition to recognition of changes and developments, prepare innovative and new answers for confronting with them and affect them along with being influenced by these changes and shape them in the desirable form. Management scholars have offered several definitions of creativity, innovation, change and adaption. Some have considered innovation and creativity same as the change and some have considered it equal to the appropriate adaption and some of them have seen the creativity and innovation beyond the change and adaption. After evaluating this relationship, the value of the coefficient of determination is calculated equal to 0.171 which means the independent variable of this relationship determines 17.1% of changes in the dependent variable. The significance level of impact of knowledge management on the creativity was calculated equal to 0.003 which is <0.05 , it can be concluded that the impact of knowledge management on the creativity is accepted. Also, the positive sign of beta coefficient reveals that the relationship is direct or positive. Meanwhile, the value of beta coefficient between the two variables was calculated equal to 0.414 which indicates that knowledge management has a significant impact on creativity.

The results of evaluating the third sub-hypothesis: knowledge management has a significant impact on the systematic thinking: After evaluating the impact of knowledge management on systematic thinking, the value of the coefficient of determination is calculated equal to 0.285 which means the independent variable of this relationship determines 28.5% of changes in the dependent variable. The significance level of impact of knowledge management on the systematic thinking was calculated equal to 0.000 which is <0.05 , thus the impact of knowledge management on the systematic thinking is accepted. Also, the positive sign of beta coefficient reveals that the relationship is direct or positive. Meanwhile, the value of beta coefficient between the two variables was calculated equal to 0.534 which indicates that knowledge management has a significant impact on systematic thinking.

The results of evaluating the fourth sub-hypothesis: knowledge management has a significant impact on the organizational learning: Organizational learning is the

complementary of knowledge management. At the first glance, organizational learning can be defined as encoding inferences from history into routines that guide behavior. OL is focused on the processes and KM's attention is on the content of knowledge that an organization acquires, creates, processes and eventually applies it. Another way to better understanding of the relationship between the two is that organizational learning be considered as the objective of the knowledge management. KM can assist the organization in achieving its goals by stimulating the procedure of creation, distribution and application of knowledge. Thus, one of the important ways to apply knowledge in an organization is organizational learning.

After evaluating this relationship, the value of the coefficient of determination is calculated equal to 0.421 which means the independent variable of this relationship determines 42.1% of changes in the dependent variable. The significance level of impact of knowledge management in the organizational learning was calculated equal to 0.000 which is <0.05 , thus the impact of knowledge management on the organizational learning is accepted. Also, the positive sign of beta coefficient reveals that the relationship is direct or positive. Meanwhile, the value of beta coefficient between the two variables was calculated equal to 0.649 which indicates that knowledge management has a significant impact on organizational learning. In this regard, results of Qalavand were consistent with this finding.

The results of evaluating the fifth sub-hypothesis: knowledge management has a significant impact on the market-oriented thinking: After evaluating this relationship, the value of the coefficient of determination is calculated equal to 0.287 which means the independent variable of this relationship determines 28.7% of changes in the dependent variable. The significant level of impact of knowledge management on the market-oriented thinking was calculated equal to 0.000 which is <0.05 , thus the relationship between the two variables is accepted. Also, the positive sign of beta coefficient reveals that the relationship is direct or positive. Meanwhile, the value of beta coefficient between the two variables was calculated equal to 0.535 which indicates that knowledge management has a significant impact on the market-oriented thinking. In this regard, Xeiri, Wang, Raman and Michan found similar results.

The results of evaluating the main hypotheses: knowledge management has a significant impact on the strategic thinking: After evaluating the impact of knowledge management on the strategic thinking, the coefficient of determination value is calculated equal to

0.600 which means the independent variable of this relationship determines 60% of changes in the dependent variable. The significance level of impact of knowledge management on the strategic thinking was calculated equal to 0.000 which is <0.05 , thus the relationship between the two variables is accepted. Also, the positive sign of beta coefficient reveals that the relationship is direct or positive. Meanwhile, the value of beta coefficient between the two variables was calculated equal to 0.776 which indicates that knowledge management has a significant impact on the strategic thinking. In this regard, Mohammad Pour, Majid Abad, Keisler and Neo found similar results.

SUGGESTIONS

KAYSON company can take steps toward improving a shared vision by managing and implementing the knowledge management process from creation to use.

KAYSON company can take steps toward increasing the level of individual's creativity in the organization by managing and implementing the knowledge management process from creation to use. In this regard, it is recommended to emphasize the creative and innovative ideas; in the second step, be registered and documented and ultimately be applied.

If organizations want that individuals have a systematic thinking and do not look one-dimensional at the events happen in the environment, must implement the knowledge management process in the organization properly.

Organizations should learn constantly and today, the organization is successful which its personnel attempt to increase the level of knowledge, insight, awareness and innovation. Some learnings are better and last longer in comparison with other cases. Organizational learning and knowledge management, both play a fundamental and strategic role in the success of organization and enable it to achieve and apply their knowledge more quickly and effectively than their opponents that this matter would lead to create a sustainable competitive advantage for organizations. With regard to the level of creating, acquiring and distributing the tacit and explicit knowledge, organization can recognize that what kind of learning can use to acquire and apply knowledge and thereby enhance its learning level. Given that knowledge management affects the organizational learning; thus, knowledge management should be implemented properly in the organization in order to increase the level of organizational learning that following suggestion are presented in this regard.

Avoidance of excessive accumulation of information on individuals. Holding team workouts, so that individuals get away from their workplace and involve in team activities and workouts should be a symbol of a process that personnel in the knowledge unit must do it in their work. Improving confidence among personnel is the most important matter in sharing knowledge and making trust among the personnel.

Appropriate culturalization (for example, inspiring personnel to share information that will enhance the organization's overall knowledge). Creating an atmosphere of democracy in the organization, so that personnel can express their opinions and their suggestions to be used in different sectors. Knowledge management process should be implemented properly for market-oriented thinking. Managers must provide conditions to create and offer marketing suggestions; information must be documented and must prepare an appropriate space for transferring marketing knowledge by managers.

Creation of vision is the main function of strategic thinking-oriented idea. Vision determines the desired direction for the organization's movement. Strategy takes place in the event of the vision and leads the organization towards it. Vision is formed through interaction of factors affecting the business and the way of responding to them and also it integrates the organization as a shared ideal. The result is to create the highest value for the customer, competitive advantage for the organization and differentiating from the opponents. According to the research results, it can be said that the knowledge management can be very efficient in this context.

REFERENCES

- Boloki, M.L., 2011. *Instructions and Techniques for Strategic Thinking*. 1st Edn., Nass Publication, Tehran, Iran.
- Qaffariyan, V. and A.A. Ahmadi, 2002. *Modern Approaches to Strategy*. Tadbir Magazine, Tehran, Iran, Pages: 28.
- Qaffariyan, V. and A.A. Ahmadi, 2004. *Strategic Thinking*. Tadbir Magazine, Tehran, Iran, Pages: 137.
- Rabi'e, A., N. Xaatami, S.H. A'laqemand, F. Xaase'e and R.M. Ariyan, 2009. *Assessing the level of strategic thinking in strategy-focused organizations*. Tehran Strategic Management, Tehran, Iran.
- Zade, V.Q. and N.S. Xaleqi, 2009. *The Role of Implicit Knowledge Transfer on the Personnel's Empowerment*. Imam Hassan University, Delhi, Pages: 85.