Knowledge Management Evaluation and Estimation of the Company's Performance in Adopting KM Strategies (Case Study: The National Iranian Oil Products Distribution Company, Guilan Region)

Fardin Cheraji*,

Knowledge management is regarded as a key, forward-looking approach to strategic planning and decision-making and one of the crucial factors of the enhancement of workforce performance and competitive advantage of the firms. However, the success in the fulfillment of knowledge management requires knowledge management strategy, and it is the linkage of strategic management and knowledge management that synergically accelerates the achievement of optimum quantitative and qualitative performance. This requires the assessment of the status quo of the firm's knowledge management and the estimation of the impact of various knowledge management strategies on performance in order to build on them appropriate approaches to realize optimum performance. Therefore, the objectives of the present research included the assessment of knowledge management and the estimation of performance of National Iranian Oil Product Distribution Company (NIOPDC) of Guilan province in order to consider their results in the development of knowledge management strategies. So, it is an applied research in terms of the objective. First, library study was carried out and then, field study by a questionnaire was conducted for the assessment of the status quo of the knowledge management and the estimation of the performance. In the first phase, the reference questionnaire of Asian Productivity Organization that is composed of 42 questions was used to 60 participants by purposive quota sampling. In the second phase, i.e. the phase of performance assessment in case of the adoption of a knowledge management strategy, a non-probability quota sampling was applied and the participants were

administered with a questionnaire composed of 4 questions pertaining to their demographic information and 21 reference questions on the basis of the five-point Likert scale. After the first questionnaires were collected, data were analyzed by MS-Excel Software Package and the radar chart revealed that the total score of seven criteria of the preparedness of NIOPDC for knowledge management was 8227, captured 65.3% of total score of the optimum status, i.e. 12600. This implies that the status of the knowledge management in this firm is, in total, moderate and higher. Nonetheless, it is still far the optimum status. In the second phase, after the second questionnaires were collected and the fitting test was confirmed for the measurement models and total structure model by Amos Software Package, the results of path analysis showed that out of four knowledge management strategies, three strategies – including dynamic, system-oriented and people-oriented strategies – would have the highest impact on the performance of NIOPDC, respectively. Thus, it was found that out of the four hypotheses, three hypotheses were confirmed and one was rejected.