

A Framework for Evaluating the Impact of Organizational Structure on Knowledge Management (Case study: ICT Organization of Tehran Municipality)

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ABSTRACT

Today, knowledge management as the systematic application of measures that tangible and in tangible assets for purposes of the application of existing knowledge inside and outside the organization shall control and guidance and the way to create value and new knowledge improves. This study aims to provide a framework for evaluating the impact of organizational structure on knowledge management and ICT Tehran Municipality has been made.

The study of the nature of the application; descriptive – survey is, the study sample of 400 employees of Tehran municipality is ICT. Of these, 200 subjects were selected. In order to gather the views of staff, two questionnaires were distributed among employees.

The 39-question questionnaire sample group organizational structure (with three sub-scale formalization, centralization and complexity with 22, 9 and 7RP) and 28 questions of knowledge management (with three sub-scale creation, transfer and retain knowledge with 6, 11 and 11 questions) responded.

Data from the questionnaires using Spearman correlation and structural equation modeling using software (AMOS v.20) and (SPSS v.19) was analyzed.

Results of structural equation modeling showed that both recognition and focus on organizational dimensions of knowledge management was a significant inverse relationship. The complexity of the dimensions of knowledge management has a direct and significant relationship. Significant relations show that each of the three dimensions of organizational structure directly in knowledge creation, knowledge transfer and retention of knowledge in the organization are affected. Employees who voluntarily and spontaneous creation, transmission and preservation of knowledge activities.

Keywords: Organizational structure, complexity, formalization, centralization, Blugod model, knowledge management, knowledge creation, knowledge transfer, knowledge retention

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1. Introduction

In spite of the growth and development of knowledge management, many organizations still have experienced the lack or failure of knowledge transfer to the detriment of their operations (Babcock, 2004; KPMG, 2004).

Organizations can be more successful when they facilitate the conditions in which knowledge providers effectively share their knowledge and knowledge recipients effectively acquire and apply that knowledge (Argote & Ingram, 2000; Quigley, Tesluk, Locke, & Bartol, 2007). While there has been extensive research on knowledge transfer from various perspectives, most studies to date have neglected the knowledge recipient perspective, and have instead targeted the knowledge provider perspective such as knowledge contribution and sharing. Thus, there is a critical need to examine how

knowledge recipients select their strategies for acquiring the specialized knowledge needed to do their work.

According to Muller e Grings (2003), the competitive factor is knowledge and the abilities of people in each organization. Thus, many organizations have realized the importance of easy systematic actions to identifying, developing, sharing, using and holding back knowledge (Paula Michelle purcidonio, 2006).

Knowledge creation and knowledge transfer are considered to be two main activities of knowledge management. Creation and transfer of knowledge require special structure, culture and technology in the organization. Organizational structure represents the manner of organizing people and professions in an organization. Structure may encourage or discourage knowledge management (Asghar Najafitireh shabankareh, 2012).

Knowledge management is a new viewpoint for organization which believes that if organizations want to be successful, they must access to knowledge and have a deep understanding of it in all layers.

So recognition of knowledge management backgrounds in the organization and implementation of this phenomenon is the first step and the most important issue of this organization.

The main objective of this study is to provide a framework for assessing the impact of organizational structure on knowledge management and ICT is Tehran Municipality.

2. Theoretical fundamentation

2.1. Organizational Structure

Organizational Dimensions: Organizations have special characteristics that make them to understandable and comparable. Content dimensions indicate whole organizational and structural dimensions and also state internal characteristics of an organization. They provide a basis for organization which make it measurable and comparable (Queng, M.D,2005).

Formality: It tries to set a standard for duties. When the level of formality increases, then description of specified rules and regulations would be great and clear instructions for job process is available.

Concentration: It relates to levels of hierarchy authorities that could make decisions. If the head make most of decisions in organization, organization will be centralized. In decentralized organizations more power is vested in to inferiors and such decisions are made in lower layers.

Complexity: The amount of separation which exists in an organization and it is categorized in to 3 categories: horizontal separation, Vertical separation, Geographical separation.

2.2. Knowledge management

Knowledge management is a new and controversial term and has many different definitions. The term knowledge management was first introduced in Europe Management Conference in 1986. Alternative definitions have been proposed since that attempt to capture the complexities of knowledge management. The American Productivity and Quality Center defines knowledge management as "the strategies and processes of identifying, capturing and leveraging knowledge"(Atefeh et al 1999, p. 172). Knapp (1998) defined it as the art of transforming information and intellectual assets into enduring value for an organizations clients and its people. Daruch (2003) defines it as the process that creates, share, distribute and use the knowledge in the organization. Different scholars have identified different processes for knowledge management such as:

1. Creation, transfer and application (Spender, 1996)
2. Capture, transfer and application (Delung, 1997)
3. Identification, capture, development, sharing, dissemination, application and storage (Probest et al, 2000)

Knowledge creation process

Knowledge creation process is complex, multidimensional and dynamic. Organizational knowledge creation is the ability of an institute to create knowledge, circulate it in the organization, products, services and systems (Nonaka and Takeushi, 1995). Nonaka (1995), the Hitotsubashi university professor of management in Tokyo.

believes that successful companies are organizations that are consistently creating and circulating new knowledge in the organization and applying it to new products technology. In fact, he wants to say that knowledge creation must be the centerpiece of the companies' organizational strategies. The knowledge management literature distinguishes between individual and organizational knowledge creation. These differences are important since the knowledge creation process features are different depending on whether the knowledge is individual or organizational. It can be said that social knowledge is the total amount of things people know (Goucher, 2007). Ang and Massingham (2007) presented a list of factors that affect knowledge creation. They classified these elements into four groups of cultural, organizational, knowledge sources and knowledge processes. Knowledge is created in the spiral that goes through pairs of seemingly antithetical concepts such as order and chaos, micro and macro, part and whole, mind and body, tacit and explicit, self and other, deduction and induction, and creativity and control (Nonaka et al, 2001). In order to understand how organizations create knowledge dynamically, Nonaka and others (2001) have presented a model of knowledge creation consisting of there elements. These three elements have to interact with each other to form the knowledge spiral that creates knowledge.

1. The SECI process the process of knowledge creation via conversion from tacit to explicit knowledge;
2. "Ba" the shared context for knowledge creation;
3. Knowledge assets the inputs, outputs and moderators of the knowledge- creating process.

Knowledge storage process

Alavi (2000) claimed that knowledge creating new knowledge is not enough and mechanisms are needed to store acquired knowledge and to retrieve it when needed. The concept of organizational memory is a great solution in this regard. Organizational memory includes knowledge residing in various component forms that may include written documentation, structured information stored in electronic databases, codified human knowledge stored in expert systems, documented organization procedures and processes, and tacit knowledge acquired by individuals and networks of individuals (Tan et al, 1998). Organizational memory includes individual memory (a person's observation, experiences and actions) as well as shared knowledge and interactions, organizational culture, transformations, structure (formal organizational roles), ecology (physical work setting) and information archives(inside and outside of the organization) (Walsh and Ungson, 1991). Organizations which like their knowledge to be accessible in the future must at least have

a great command of three basic knowledge management processes. On the one hand, they have to choose events, people and processes which are worthy of storing. On the other hand, they must be able to store their experience in an appropriate form. Finally, they have to guarantee their up-to-date organizational memory. Furthermore, they should develop security technologies to limit the accessibility of their knowledge. The following activities are necessary for protecting knowledge: knowledge protection against inappropriate use or being leaked in inside or outside of the organization, limited accessibility to some of the knowledge sources of knowledge by password technology, identifying restricted knowledge easily, tacit knowledge protection and most importantly, communicating the importance of knowledge protection on a corporate level (Probast et al, 2000).

Markwart (2002) believes that a knowledge storage system must have the following factors:

1. A structure which allows the system to present the information quickly and correctly.
2. Classification of (information) events, policies or procedures based on learning needs.
3. the ability to present information precisely and clearly
4. an on time, precise and available content

Knowledge dissemination (Transfer) process

Alavi and Leadner (2001) define knowledge dissemination as the process of transfer knowledge through out the organization. Knowledge dissemination process can happen between individuals, groups or organizations using anytype or number of communication channels. Similarly, Gupta and Govindarjan (2000) equating knowledge sharing to knowledge flows theorize that knowledge flows comprise of five elements: value of the source knowledge, willingness of the source to share knowledge, media richness of the communication channel, willingness of the recipient to acquire knowledge and the absorptive capacity of the recipient. Davenport and Prusak (1998) define knowledge sharing as a process of knowledge exchange between individuals and groups. Connelly and Kelloway (2003) define knowledge sharing as a set of behaviors that involve the exchange of information or assistance to other. They are number of factors that influence knowledge sharing behaviors of individuals. They range from hard issues such as tools and technologies to soft issues such as motivations and provision of incentives to encourage knowledge sharing, organizational culture, personal values and self-identities, national culture, trust, care organizational resources like time and space and access to knowledgeable people in the organization (Chennamaneni, 2006). Another group of researchers believes that the most important elements that affect knowledge sharing are organizational infrastructure and human resources management. Organizational infrastructures include organizational culture, organizational structure, rules and information technology (Yi, 2005). Knowledge dissemination is defined as knowledge exchange management in the organization for encouraging innovation; increasing the awareness of great past

procedures and making users adopt better procedures for their future decision-making. The personnel degree of participation in knowledge dissemination affects new products quality (Yang, 2008). Markwart (2002) points to two voluntary and involuntary approaches with regards to knowledge exchange. The voluntary methods may be done in different ways. The written method includes individual communications such as notes, reports, bulletins and also publications. National conferences, article abstracts, teacher-student training, foreign consultants or official courses participation provide more opportunities for exchanging knowledge. Changing personnel's position and posts can be planned for knowledge dissemination in the organization. Knowledge can also be involuntarily exchanged through stories and myth, permanent work force and unofficial networks. The less the voluntary or planned knowledge exchange is, the more loss in the potential knowledge would be.

3. Research Methodology

The aim of the present study, the application of methods of data collection and descriptive - survey and analysis based on the covariance matrix using structural equation modeling (SEM) is. The population of this study included all employees of Tehran Municipality ICT Organization in Tehran, which has a total staff of 400 people. Based on a sample of 200 specimens considered to be Morgan. Instrument for collecting survey questionnaire. The content validity study of supervisor, consultant and 10 experts in the field of knowledge management is used. To check the status of organizational structure recognizes three variables (22 items) Complexity (7 items), concentration (10 items) to check the status of knowledge management and knowledge of three variables (6 items), knowledge transfer (10 items) and retain knowledge (10 items) were measured. Reliability was assessed using Cronbach's alpha and its results are given in Table 2. Due to the reliability of the calculated rate is 0.7, so it is approved. In order to analyze the data, structural equation modeling using software analysis of moment structures (AMOS v.20) and the Statistical Package for Social Sciences (SPSS v.19) was used.

Table 1-Mean, standard deviation and reliability variables

variables	validity
Knowledge Creation	0.904
Knowledge Transfer	0.910
Maintain knowledge	0.890
Complexity	0.883
Formality	0.912
Centralization	0.721
Organizational Structure	0.890
Knowledge Management	0.950

3.1. Hypotheses

The main hypothesis of the research:

The proposed framework of knowledge management has an impact on organizational success.

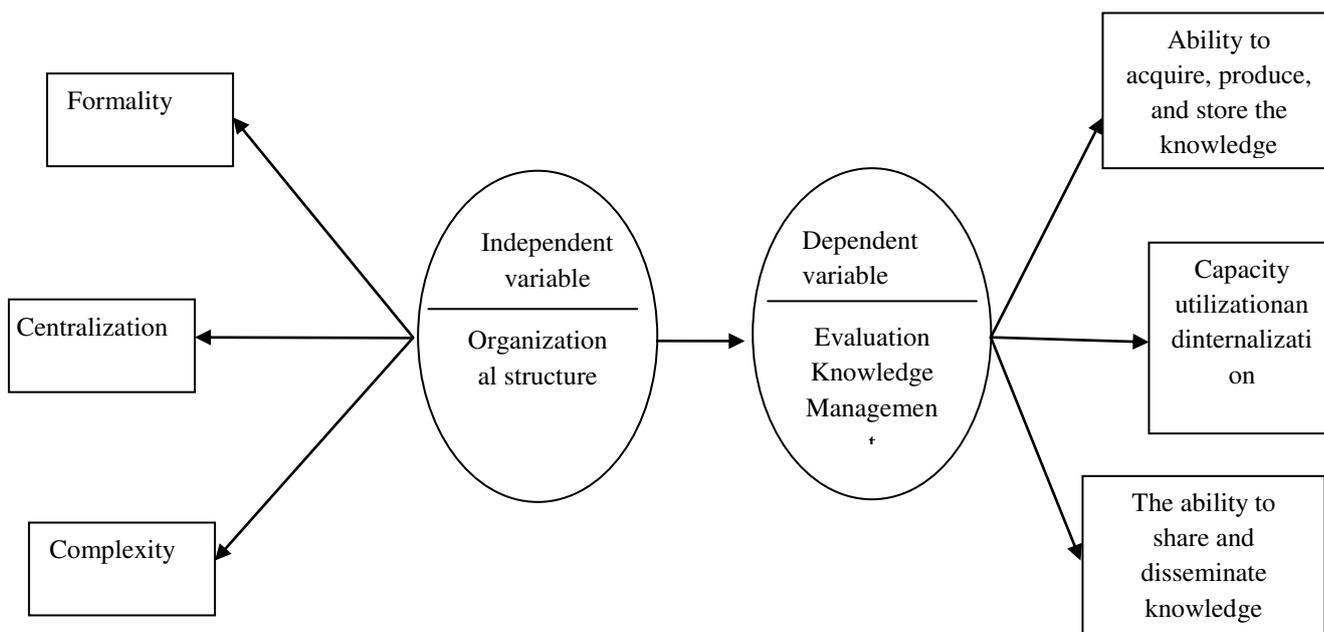
Secondary research hypotheses:

1. Recognized on an effective knowledge creation.
2. Recognized on an effective knowledge transfer.
3. Recognized on an effective knowledge retention.
4. Focus on effective knowledge creation
5. Focus on effective knowledge transfer.
6. The focus is on ensuring effective knowledge.
7. Complexity is based on effective knowledge creation.
8. Complexity is based on effective knowledge transfer.
9. The complexity of maintaining effective.

3.2. The research model

This model is derived from the comments Robbins (Robbins, 1376) and model Blugod (Blodgood: 2001) is. The model is as follows:

Figure 1-Model of Research



4. Findings of the research

The descriptive analysis of the data shows that 60.5 percent of female respondents and 39.5% of the respondents are male. The total respondents, 5% of diploma, associate degree, 5 percent, 65 percent and 28.5 percent have a bachelor's degree or higher. 51.5% of respondents have 5-10 years of experience, 22.5% of respondents having experience of 10-16 years, 12.5 percent of respondents have 15-21 years of experience and 5.5% of respondents have a record of 20-26 years of experience and 4.5% of respondents have 30-36 years of experience.

Inferential data mining to analyze the relationship between the dimensions of organizational structure Ayad

knowledge management, the Spearman correlation coefficient was used. The results are as follows:

•**Hypothesis 1:** the formal (organizational dimension) with knowledge (the knowledge of) the Organization of Tehran Municipality ICT has a significant relationship.

Table 1. Results for the first hypotheses

		Knowledge Creation
Formalizational	Spearman's Correlation coefficient	-0.477
	Sig. value	0.00
	Number	50

Regarding the obtain value of Sig. from the Spearman's correlation test that is equal to 0.000 and less than 0.05, we can conclude that there is a relationship between the Formalizational and the Knowledge Creation in ICT Organization of Tehran Municipality suspended. The intensity of this relationship is equal to -0.477 regarding the obtained Spearman's correlation coefficient.

•**Hypothesis 2:** International recognition (organizational dimension), the transfer of knowledge (the knowledge of) the Organization of Tehran Municipality ICT has a significant relationship.

Table 2. Results for the first hypotheses

		Knowledge Transfer
Formalizational	Spearman's Correlation coefficient	-0.633
	Sig. value	0.00
	Number	50

Regarding the obtain value of Sig. from the Spearman's correlation test that is equal to 0.000 and less than 0.05, we can conclude that there is a relationship between the Formalizational and the Knowledge Transfer in ICT Organization of Tehran Municipality suspended. The intensity of this relationship is equal to -0.633 regarding the obtained Spearman's correlation coefficient.

•**Hypothesis 3:** the formal (organizational dimension) with preservation of knowledge (the knowledge of) the Organization of Tehran Municipality ICT has a significant relationship.

Table 3. Results for the first hypotheses

		maintain Knowledge
Formalizational	Spearman's Correlation coefficient	-0.535
	Sig. value	0.00
	Number	50

Regarding the obtain value of Sig. from the Spearman's correlation test that is equal to 0.000 and less than 0.05, we can conclude that there is a relationship between the Formalizational and the maintain Knowledge in Tehran government suspended. The intensity of this relationship is equal to -0.535 regarding the obtained Spearman's correlation coefficient.

•**Hypothesis 4:** the focus (organizational dimension) with knowledge (the knowledge of) the Organization of Tehran Municipality ICT has a significant relationship.

Table 4. Results for the first hypotheses

		Knowledge Creation
Complexity	Spearman's Correlation coefficient	0.362
	Sig. value	0.005
	Number	50

Regarding the obtain value of Sig. from the Spearman's correlation test that is equal to 0.005 and less than 0.05, we can conclude that there is a relationship between the Complexity and Knowledge Creation in ICT Organization of Tehran Municipality suspended. The intensity of this relationship is equal to 0.362 regarding the obtained Spearman's correlation coefficient.

•**Hypothesis 5:** the focus (organizational dimension), the transfer of knowledge(the knowledge of) the Organization of Tehran Municipality ICT has a significant relationship.

Table 5. Results for the first hypotheses

		Knowledge Transfer
Complexity	Spearman's Correlation coefficient	0.418
	Sig. value	0.001
	Number	50

Regarding the obtain value of Sig. from the Spearman's correlation test that is equal to 0.001 and less than 0.05, we can conclude that there is a relationship between the Complexity and Knowledge Transfer in ICT Organization of Tehran Municipality suspended. The intensity of this relationship is equal to 0.418 regarding the obtained Spearman's correlation coefficient.

•**Hypothesis6:** the focus (organizational dimension) with preservation of knowledge (the knowledge of) the Organization of Tehran Municipality ICT has a significant relationship.

Table 6. Results for the first hypotheses

		maintain Knowledge
Complexity	Spearman's Correlation coefficient	0.315
	Sig. value	0.013
	Number	50

Regarding the obtain value of Sig. from the Spearman's correlation test that is equal to 0.013 and less than 0.05, we can conclude that there is a relationship between the Complexity and Maintain Knowledge in ICT Organization of Tehran Municipality suspended. The intensity of this relationship is equal to 0.315 regarding the obtained Spearman's correlation coefficient.

•**Hypothesis7:** the complexities (the organizational aspects) of knowledge (the knowledge of) the Organization of Tehran Municipality ICT has a significant relationship.

Table 7. Results for the first hypotheses

		Knowledge Creation
Centralization	Spearman's Correlation coefficient	-0.525
	Sig. value	0.00
	Number	50

Regarding the obtain value of Sig. from the Spearman's correlation test that is equal to 0.00 and less than 0.05, we can conclude that there is a relationship between the Centralization and Knowledge Creation in ICT Organization of Tehran Municipality suspended. The

intensity of this relationship is equal to -0.525 regarding the obtained Spearman's correlation coefficient.

•**Hypothesis8:** the complexity (organizational dimension), the transfer of knowledge (the knowledge of) the Organization of Tehran Municipality ICT has a significant relationship.

Table 8. Results for the first hypotheses

		Knowledge Transfer
Centralization	Spearman's Correlation coefficient	-0.658
	Sig. value	0.00
	Number	50

Regarding the obtain value of Sig. from the Spearman's correlation test that is equal to 0.00 and less than 0.05, we can conclude that there is a relationship between the Centralization and Knowledge Transfer in ICT Organization of Tehran Municipality suspended. The intensity of this relationship is equal to -0.658 regarding the obtained Spearman's correlation coefficient.

•**Hypothesis9:** the complexity (organizational dimension) with preservation of knowledge (the

knowledge of) the Organization of Tehran Municipality ICT has a significant relationship.

Table 9. Results for the first hypotheses

		maintain Knowledge
Centralization	Spearman's Correlation coefficient	-0.619
	Sig. value	0.00
	Number	50

Regarding the obtain value of Sig. from the Spearman's correlation test that is equal to 0.00 and less than 0.05, we can conclude that there is a relationship between the Centralization and Maintain Knowledge in ICT Organization of Tehran Municipality suspended. The intensity of this relationship is equal to -0.619 regarding the obtained Spearman's correlation coefficient.

Row	hypotheses	Sig. value	Confirm or deny	Spearman's Correlation coefficient	Type of Relationship
1	There is a relationship between the Formalizational and Knowledge Creation inTehran government suspended.	0.000	confirm	-0.477	Inverse
2	There is a relationship between the Formalizational and Knowledge Transfer inTehran government suspended.	0.000	confirm	-0.633	Inverse
3	There is a relationship between the Formalizational and maintain KnowledgeinTehran government suspended.	0.000	confirm	-0.535	Inverse
4	There is a relationship between the Complexity and Knowledge Creation inTehran government suspended.	0.005	confirm	0.362	Direct
5	There is a relationship between the Complexity and Knowledge TransferinTehran government suspended.	0.001	confirm	0.418	Direct
6	There is a relationship between the Complexity and Miantain KnowledgeinTehran government suspended.	0.013	confirm	0.315	Direct
7	There is a relationship between the Centralization and Knowledge CreationinTehran government suspended.	0.000	confirm	-0.525	Inverse
8	There is a relationship between the Centralization and Knowledge Transfer inTehran government suspended.	0.000	confirm	-0.658	Inverse
9	There is a relationship between the Centralization and Maintain Knowledge inTehran government suspended.	0.000	confirm	-0.619	Inverse
10	There is a relationship between the dimensions of organizational structure and the dimensions of knowledge management inTehran government suspended.	0.000	confirm	-----	-----

Table 10. Results of the data analysis

Before evaluating the structural model which is proposed, It's necessary to investigate significant regression weight (load factor) of different structures in the base questionnaire items to ensure the fitness of measure models to and credibility indicators in the measurement structures. This significant was conducted by using confirmatory factor analysis techniques (CFA) and AMOS software. According to the CFA model fitted, weight of regression variables in predicting the 20 questions in the first questionnaire and the second questionnaire 4 items at 95% was not significantly different from zero. Therefore, these items were excluded from the analysis process. Meaningful basis for the following item is that a significant level is 0.05.

Therefore that was analyzed by eliminating pointless tales of the 19 statements of the first questionnaire, and 22 items in the second questionnaire. Results of confirmatory factor analysis for significant items were presented with CFA model fitness indicators in Table 2. This indicator shows the good fit of the measurement model and the observed significant factor loading of each variable was approved to the latent variable.

Table 2 - Results of confirmatory factor analysis of a questionnaire for the tales of the organizational structure and knowledge management.

results	Significant level	Weighted regression	Items of the second questionnaire	results	Significant level	Weighted regression	Items of the first questionnaire
Significant	0	1.238	2	Significant	0	1.000	1
Significant	0	1.025	3	Significant	0	1.075	2
Significant	0	.834	4	Significant	0	.895	3
Significant		.814	5	Significant	.001	1.358	5
Significant	0	.793	6	Significant	0	1.301	6
Significant	0	1.000	7	Significant	.022	1.653	7
Significant	.001	1.509	8	Significant	0	.444	9
Significant	.024	1.750	9	Significant	0	.068	10
Significant	0	2.192	11	Significant	0	-.266	13
Significant	0	1.377	12	Significant	0	-.311	15
Significant	.001	1.212	13	Significant	0	1.000	23
Significant	.003	1.770	14	Significant	0	1.356	24
Significant	0	1.994	15	Significant	0	1.188	25
Significant	0	2.054	16	Significant	0	.524	26
Significant	0	1.411	18	Significant	0	1.000	30
Significant	0	1.709	19	Significant	0	1.132	31
Significant	0	1.000	20	Significant	0	1.094	32
Significant	0	.965	21	Significant	0	1.035	33
Significant	0	1.077	22				
Significant	0	.534	24				
Significant	0	.994	25				
Significant	0	.991	26				
Significant	0	1.131	27				

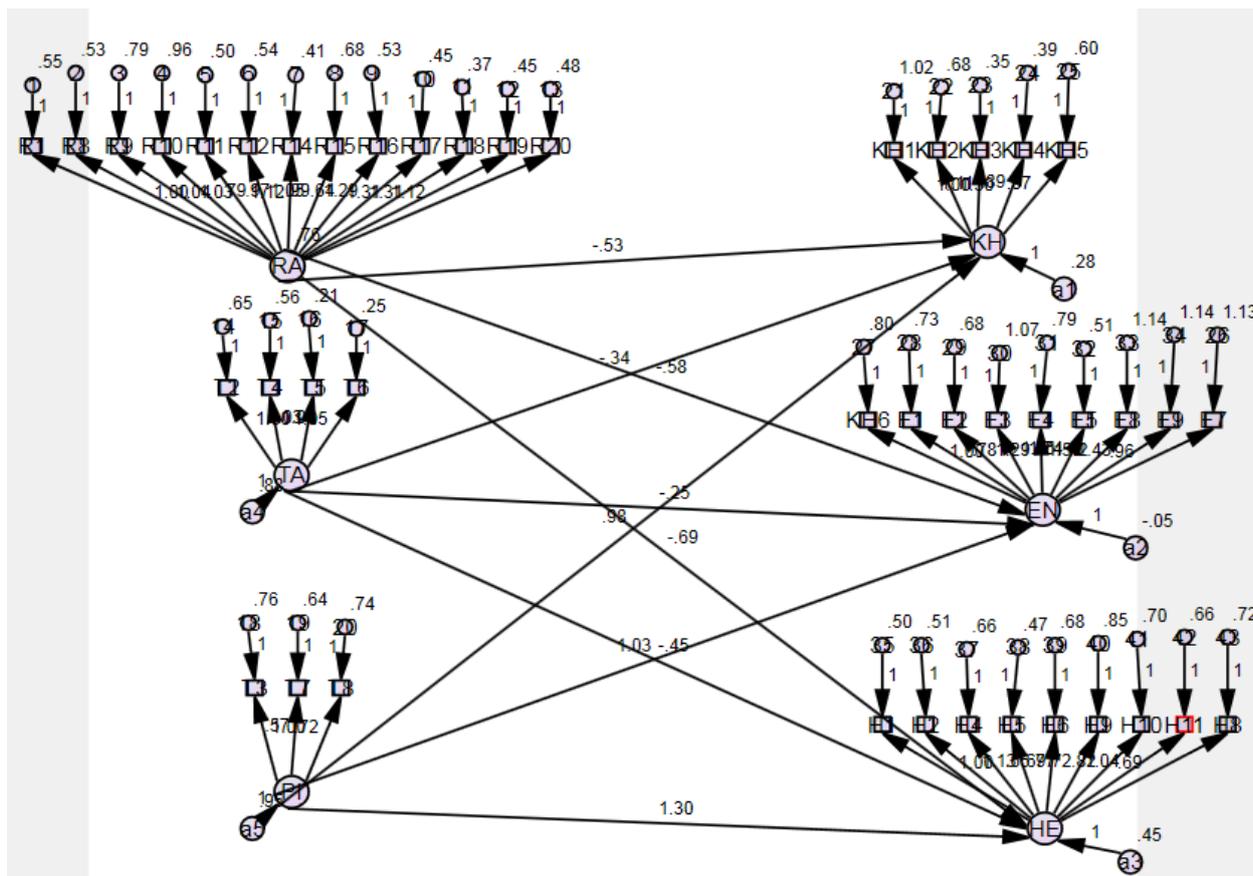
$\chi^2 = 1707$; $df = 850$; $\chi^2/df = 2.008$
 GFI= 0,96; TLI= 0,95; IFI= 0,96; RMR= 0,062; RMSEA= 0,045

Thus, the significant regression weights, formalization variable has 13 items, complexity has 3 items, centralization has 4 items, knowledge creation has 5 items, Knowledge transfer has 9 items and finally knowledge maintain has 9 items.

The figure 2 shows the SEM model which is fitted and makes clear the relationship between the variables. Based on available resources (Schumacher, 2010), in a favorable structural equation model, the insignificant chi-square, chi-square to degrees of freedom ratio of less than 3, normalized fit index, and comparative plots larger than 0.9, the root mean square residual less than 0.09 and root mean square estimation error is smaller than 0.05. For structural equation models fitted, Chi

equal to 1707 and the Chi square relative to the degrees of freedom equal to 2.008, 0.96 normalized fit index, and comparative plots, respectively, 0.96, 0.65, root mean square residual 0.062, and root mean square error remains equal to 0.045 is obtained. The fit indices of model fit story is quite satisfactory. Also been reported subset fitness Hatler index model equal 23, which focuses specifically on the issue of adequate sample size showed confidence level of 0.95 percent. Larger sample size of the index will be sufficient because the sample size in the study is 50 and larger than 23.

Figure 2 - Model of structural equation and measurement models



The results of the estimation of structural equation models shows the direct effect of independent variables on the dependent variables were significant, but the indirect effect of independent variables on the dependent variables were not significant.

This shows the organizational structure of each dimension in the government suspended directly affect aspects of knowledge management requirements. Direct effect of the independent variable coefficients are shown in the table above. Hypothesis test results show that the recognition and focus on the three pillars of organizational structure and knowledge management (creation, transfer and retention of knowledge) there is a statistically significant inverse relationship ($p < 0.05$, $t > 1.96$). Direct effect on recognition rates as dependent variables, knowledge creation, knowledge transfer, and retain knowledge of the 0.528-, 0.584-and 0.686-direct and multiplier effects on the dependent variables, knowledge creation, knowledge transfer and retention of knowledge, respectively, 0.338-, 0.245-, 0.45-. There is significant direct relationship between complexity of the third dimension structure and three-dimension of knowledge management, as direct effect coefficient on the dependent variables, the complexity of knowledge creation, knowledge transfer and retention of knowledge respectively are 1.033, 1.305 and 0.981. Variance model shows that effect of variables in the model which not applied on three dimensions creation, transfer and retention of knowledge management, are respectively, 0.28, 0.05-, and 0.45 and this shows the there is

significant relationship between independent variables and dependent variables.

5. Conclusion and suggestions

The results of the hypotheses:
 1. The first hypo thesis states that recognize research on effective knowledge Mtghyrkhliq that according to the results of this hypothesis is accepted. Its significance level of 0.000 (sig = 0.000) is. The correlation between two variables based on Spearman's correlation coefficient (0.477) – which shows the relationship between the two variables is reversed.
 2. The second hypothesis states that recognize the Mtghyraq knowledge is impressive considering the results of this hypothesis is accepted. Its significance level of 0.000 (sig = 0.000) is. The correlation between two variables based on Spearman's correlation coefficient (0.633) – which shows the relationship between the two variables is reversed. Its significance level of 0.000 (sig = 0.000) is. The correlation between two variables based on Spearman's correlation coefficient (0.535) – which shows the relationship between the two variables is reversed. Its significance level of 0.000 (sig = 0.000) is. The correlation between two variables based on Spearman's correlation coefficient (0.525) – which shows the relationship between the two variables is reversed. Its significance level of 0.000 (sig = 0.000) is. The correlation between two variables based on Spearman's correlation coefficient (0.658) – which shows the relationship between the two variables is reversed.
 6. The sixth hypothes is states that research on effective

knowledge Mtghyrhfz that according to the results of this hypothesis is accepted. Its significance level of 0.000 (sig = 0.000) is. The correlation between two variables based on Spearman's correlation coefficient (0.619) – which shows the relationship between the two variables is reversed.

7. The seventh hypothes is states that the complexity of research on effective knowledge creation is variable according to the results of this hypothesis is accepted. Its significance level of 0.005 (sig = 0.005) is. The correlation between two variables based on Spearman's correlation coefficient (0.362), which suggests a direct relationship between the two variables is established.

8. The eighth hypothes is states that the complexity of research on effective knowledge transfer is variable according to the results of this hypothesis is accepted. Its significance level of 0.001 (0.001 sig =) is. The

correlation between two variables based on Spearman's correlation coefficient (0.418), which suggests a direct relationship between the two variables is established.

9. The ninth hypothes is states that the complexity of research on effective knowledge is variable according to the results of this hypothesis is accepted. Its significance level of 0.013 (sig = 0.000) is. The correlation between two variables based on Spearman's correlation coefficient (0.315), which suggests a direct relationship between the two variables is established. Its significance level of 0.000 (sig = 0.000) is. The correlation between two variables based on the Spearman correlation coefficient (0.500-) that shows the relationship between the two variables is reversed.

Table 3 - Summary of research hypotheses test results (Source: research findings)

results relations	Significant level	significant number	Standardized coefficients	Test result	Type of Relationship
Complexity← Knowledge	0.000	6.869	1.033	Approved	Direct
Complexity Knowledge	0.000	7.202	1.305	Approved	Direct
Complexity← Maintain	0.000	6.034	0.981	Approved	Direct
formalization← Knowledge	0.000	-3.85	-0.528	Approved	Inverse
formalization← knowledge	0.000	-5.192	-0.584	Approved	Inverse
formalization← Maintain	0.000	-4.179	-0.686	Approved	Inverse
Centralization ← Knowledge	0.005	-2.823	-0.338	Approved	Inverse
Centralization← knowledge	0.003	-2.985	-0.245	Approved	Inverse
Centralization← Maintain	0.002	-3.064	-0.45	Approved	Inverse

We conclude that:

There is a meaningful and inverse relation between formality and Knowledge Management (Knowledge Creation, knowledge transfer, maintain Knowledge) among Tehran government suspended employees, which means that the high level of formality is correlated to the low level of knowledge Management and vice versa. Implementation of knowledge management with the rules and regulations and decisions related to labor relations. Flexibility and less emphasis on work rules lead to better ways of doing things, exchange ideas and experiences and thus to create, transmission and the preservation of Knowledge.

There is a meaningful and inverse relation between Centralization and Knowledge Management (Knowledge Creation, knowledge transfer, maintain Knowledge) among Tehran government suspended employees, which means that the high level of Centralization is correlated to the low level of knowledge Management and vice versa. Implementation of knowledge management in organizations is associated with decision-making authority. So one of the facilitators of the process, lack of concentration and decentralization of decision-making authority. The authorities can design and make recommendations system and employee participation in a comprehensive feedback system for idea generation, transmission and preservation of the experience it provides to the organization.

There is a meaningful and direct relation between Complexity and Knowledge Management (Knowledge Creation, knowledge transfer, maintain Knowledge) among Tehran government suspended employees, which means that the high level of Complexity is correlated to the high level of knowledge Management. Implementing Knowledge Management division of labor, job titles, various parts of the organization, there are different levels in the organizational hierarchy of authority and distribution of different sectors in different parts of the organization are linked.

Authorities to take advantage of the knowledge management. Should act in such a way that the structure of the organization of facilitate smooth flow of knowledge. In order to make use of Organizational structure with low centralization and formalizational and high Complexity.

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