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Evaluation of settlement model of knowledge management in Iranian Steel Company

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Abstract

Today's era is called era of knowledge-oriented. In this period, managers pay more attention to knowledge issue and following that knowledge oriented people have been considered more than pragmatic one. Knowledge management is a branch of literature of learning organization. Learning in the organization compels people to take action over transferring of data that other people can use. Objective of the present research is to evaluate effective factors influencing capabilities of knowledge production, sharing, transferring them in the organization based on seven-fold theta model. In this research, 6 factors: trust creation in the organization, establishment of chat rooms, Speed and consistency, application of intelligent and talented people, being together of employees and knowledge fairs in the organization are the most effective factors on enhancing abilities of knowledge production, sharing and transferring them. The major data collector tool in this research is a questionnaire, which was distributed among 138 employees of Iran Steel Co. using random sampling. To test hypotheses correlation method and SPSS software were used. Results of the research showed that all 6 factors were studied by a significant and positive relationship by enhancing production capabilities, sharing and transferring knowledge.

Keywords: Knowledge management, Theta model, trust, knowledge transfer, organizational knowledge

Introduction

Role of knowledge as a resource for economic and social growth is not a new subject and its background dates back to 19th century. In this smatter, Marshal said: knowledge is the most powerful engine of production (Vasconcelos, 2008). Similarly, Francis Bacon wrote (1579): knowledge is power (Halawi *et al*. 2006). Today, knowledge has turned to one of the leading and important forces for success of businesses. Organizations have become more sensitive to knowledge and mostly they hire Hands instead of Minds (Wong, 2005). Managers should note that knowledge differs with data and they are not similar. According to Bhatt (2001), knowledge is different from data[6] and information and they are not the same. Data are raw events which turn to information when they are organized and categorized. Knowledge is also significant and applicable data (Svetlik & Stavrou-Costea, 2007). In recent years, one of the controversial issues for managers of governmental and private organizations is "knowledge management", "learning organization" or organizational learning". Peter Draker (1996) pointed to two terms of "Knowledge-based society" and "Knowledge-based economics". But, in recent years, this issue has been highlighted more. Swibi (2001) believe that knowledge management has two parts: "IT management" and "Management of People" and knowledge management is a difficult task (Sveiby, 2001). Today, all pundits of management and also experts of higher education focus on two questions:

What is knowledge in organization's concept?

How can it best be exploited?

In response to the first question, we should say that knowledge is one of the fundamental elements that its successful application assists universities to submit original services and it is in an environment based on knowledge that universities and institutions of higher educations will be able to maintain also their own competitive advantages and scientific superiorities (Martin de Holan

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& Philips, 2004). Objective of knowledge management in the organizations is recognition and follow-up collective knowledge of the organization to achieve strategic goals and help to organizations for competing globally and staying in it (Kim, 2003). Knowledge management is an informed strategy and means giving suitable knowledge to proper individuals at the right time. Knowledge management help people to use their own data and share with other individuals of the organization (Svetlik & Stavrou-Costea, 2007). To O'Dell, knowledge management is application of systematic attitude for finding, comprehending and using knowledge in order to create knowledge (Halawi *et al*., 2006). It should be noted that knowledge management is not about knowledge managing, but it is about changing cultures and strategies of organizations to a unique strategy that pays attention to knowledge sharing (Svetlik & Stavrou-Costea, 2007). Similarly, Kalkan believe that objectives of knowledge management are effective application of the available knowledge in the organization to create new knowledge in order to achieve and maintain competitive advantage (Kalkan, 2008).

Considering that it is been three years that knowledge management has been implemented in Iran Steel Co., therefore major issue in this research is evaluation of settlement model of knowledge management based on seven-fold Theta model in Iran Steel Co.. Since an evaluating model has seven variables, evaluation of variables' status shows achieving to objectives of knowledge management. As a matter of fact, in this research, relationship between variables of seven-fold Theta will be evaluated merely in Iran Steel Co.

Review of Literature

Today, knowledge management has been considered particularly by different professors and researchers. Major reason for this attention is that knowledge and method of its exploitation is a real challenge for global businesses. Knowledge management is to achieve organizational goals through conveying knowledge to an exploitable factor. In fact, knowledge management means applicability of knowledge in the organization (Kalkan, 2008). Nonaka and Takeuchi believe that enterprises have been keen on knowledge management due to below reasons:

- Efficiency improvement of Business Process
- Better organization of communication
- And evoking more employees (Vorakulpipat & Rezgui, 2008)

To Dawnport and Prusak (1998), knowledge management is exploitation and development of knowledge assets of an organization through realizing them. The knowledge which is managed contains two types of objective and subjective knowledge (Davenport & Prusak, 1998). Gartin (1999) believes that knowledge management is: a philosophy including a set of principles, processes, organizational structures and applied technologies that helps through realizing objectives. Knowledge management is an issue which has been newly entered into scientific subjects and a handful of researches has been done on it so far. It doesn't have even a clear and obvious definition which is acceptable by all scientists. Prusak defines knowledge management as an attempt to explore hidden assets in individuals' minds and convey this concealed treasure to organization's assets, so that a broad set of people who are involved in decision-making can have access to this wealth and use it. Baron considers knowledge management as a systematic and integrated approach to recognize, use and sharing of experiences and specializations, whether statutory or non- statutory in the organization. According to Handely (2000), knowledge management is a general description of culture, processes, infrastructures and available technologies in an organization that make possible observation, growth and optimization of knowledge capital of organization to realize strategic objectives (Rowley, 2000).

It should be noted that knowledge of an organization can be placed in mind of an individual, groups and its units and it is regarded as major part of administrative processes, laws and regulations (Lehsevitra, 2004). Quinn likened knowledge to a small organization. Based on this theory, organizational knowledge is related to people of certain organization which had produced them, not to the organization. Individuals' knowledge is result of their social interactions and it stems from their social and cultural conditions. Focusing on personal knowledge is as important as organizational knowledge and both concentrate on nature of duty, level of personal training, motivation and management tendency to leaving one's old responsibilities and hand them to lower level employees (Bhatt, 2002). Moulan and Philips found out that organizational knowledge is defined by an asset of capitals, regulations, current activities, implementation processes, standards and other organizational issues that shape behavior of that organization's member. Moreover, knowledge of that organization is dominant logics, mental models, measurement tool, culture and other organizational features that Cognition shapes that organization. This definition is a combination of two behavioral and cognitive views about organizational knowledge so that it contains all types of organizational knowledge (Martin de Holan & Philips, 2004).

According to Valkokari and Helander (2007), approaches of knowledge management can be divided into two technology-oriented and individual-oriented approaches .These two approaches are shown in figure 1.

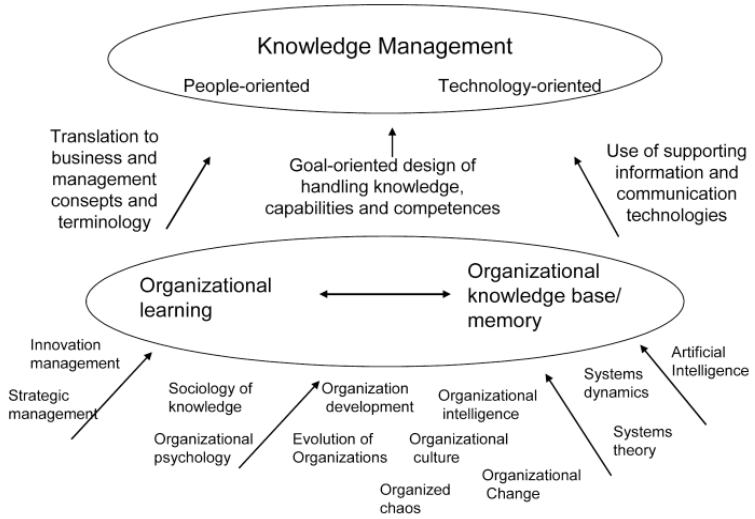

Figure 1. Approaches of Knowledge Management (Valkokari & Helander, 2007)

Knowledge Management and Sharing Knowledge

As mentioned earlier, organizational or personal knowledge are results of employee interaction together in an organization and the organization need to interact with surrounding area in order to modernize and refine knowledge. Therefore, new data is entered into the organization which is needed to devise a process for that in order to evaluate once more current plans using new data (Bhatt, 2002). This process is the same knowledge management which is used to facilitate activities related to knowledge as creation, recording and saving, transfer and application of them. The managers should encourage their own employees to share their knowledge. As a result, knowledge of the employees is increased and through interactions of all individuals, organizational knowledge is created that is mostly figurative, intangible, informal and dispersed. In order to manage and maintain knowledge, certain experts believe that an organization should:

- Be more aware of non-centralized knowledge
- To put knowledge management in their strategic plan;
- To create certain systems for registering and recording organizational learning;
- To create a centralized bank for knowledge management and appoint experts for its management (Lehsevitra, 2004).

The challenge which exists in this direction is that knowledge is any way a power and certain people are not satisfied with giving what creates their own authority to others and a lot of people consider their own importance in the organization in the knowledge they have. Therefore, to gain knowledge of such people, an area should be created holding people who have experience of knowledge learning by comprehending its value and sharing it. In fact, tendency to share knowledge should be an accepted part of an organization and the organization should create required motivation to share knowledge among such people and spend certain money in this matter.

It is possible to mention that all spent money in this way is way less than loss of losing knowledge of that organization (Bhatt, 2002).

Wang (2005) raised eleven factors for application of successful implementation of knowledge management in a business:

- Leadership and support
- Culture
- IT
- Strategy and Objectives
- Measurement
- Organizational infrastructure
- Processes and activities
- Motivations
- References
- Training and exercise
- Human resource management (Wong, 2005).

Empowerment of Knowledge

Updated and important strategy in achieving competitive advantages in industry is empowerment in pro-

duction and knowledge distribution in research and productive organizations. Although researchers and managers show great tendency to comprehend and steering knowledge management, there is still a gap between knowledge production and its application (Bhatt, 2002). However, expert systems which are based on knowledge consider knowledge as a base, they found it as a combination of theory of matter, its applied knowledge, organized data, data of problems and their solutions and ability to create new methods to resolve problems.

A research and productive organization is an organization in which knowledge creation and process of sharing have been institutionalized and conduction of the operation has been accepted based on knowledge. Its managers have knowledge view and they can recognize knowledge assets and identify application of knowledge assets for the organization in higher level and addresses to present pragmatic scenarios of organization to knowledge –oriented and learner organization (Lehsevitra, 2004).

Ability Promotion

An organization should appreciate leaders of growth of knowledge assets by identifying them and create basis of support and promotion for them. Such individuals can encourage and guide other employees producing knowledge (Davenport & Prusak, 1998).

Knowledge Transfer

Knowledge sharing has high role in its updating. Knowledge as each phenomenon has a particular longevity. During stages of lifecycle, knowledge will lose its freshness and power of synergy will be decreased. Therefore, it is necessary to recognize approaches of knowledge transfer, barriers and concussive resources by intensifying and institutionalizing. Sharing and knowledge transfer can be based on roles determination and skills of knowledge management by determination of challenges and promises of knowledge development, structural basis of production, maintenance and usage (Lehsevitra, 2004).

Solutions of Knowledge Management

In achieving optimization principles of knowledge, solutions of knowledge transfer are considered as follows (Table 1).

Four steps are highly important in knowledge management:

- Readiness: to create emotional and intellectual readiness to share knowledge plan with others;
- Transfer: to transfer or offer knowledge to potential receiver;
- Attraction: knowledge attraction by an individual or receiver group and using it;
- Feedback: to receive instruction of using knowledge and rate of its enrichment;

If attraction and application are not done, no transfer will occur. Accessibility of knowledge should be regarded as transfer. It is possible to be hopeful about knowledge transfer when initial knowledge results in creation of new ideas and these ideas cause creation of different behavior (Davenport & Prusak,1998).

Table 1. Solutions of Knowledge Management and Relevant Mechanisms (Davenport & Prusak, 1998)

Solution	Mechanism
Application of intelligent and talented people	Discuss this sort of people in positions and situations of working process, personal meetings, job rotation periodically, conversation next to water coolers or buffets and random conversations.
Chat rooms	Conversation about ongoing work by facing accidentally with whoever; movement for interacting knowledge; random role of studies exchange and lack of their pre-arrangements can lead to creation of new thoughts.
Being together	To have collective meals especially diner, going to night professional association to intensify stimulus of knowledge sharing; collective organizational trip, attention to discussions instead of paying absolute attention to professor
Knowledge Fairs	Creation of places and opportunities for unpretentious interactions of staff. Establishment of knowledge fairs for free visit of knowledge achievements and discussing about it, free trade areas, creating discussion opportunities, solving method, transfer and knowledge interaction in large organizations
Trust and commonality D	Offering success and experience interaction in more effort for learning, creating same language between colleagues, repeatability and overlapping area of specialization
Speed and consistency	Knowledge distribution with suitable speed and sufficient extent and informing people with required speed. Dependency of knowledge consistency to transferred knowledge wealth, finding suitable adhesion of new methods for transfer. Although acceptance and knowledge application may be a difficult and slow process and its success rate intensively depends on organizational culture.

Barriers to Knowledge Transfer

The below barriers lead to friction for sharing knowledge:

• Cultural mistrust and conflict: to eliminate these barriers, it is necessary to attempt creating close relationships and mutual trust through personal meetings.

• Cultures, words and different mentalities. By devising common language and creating common aspects through education, discussion, publication, group shaping, job rotation and like this, these barriers can be removed;

• Lack of time, meeting locations and limited mentalities about productive work. To face this problem, knowledge can be transferred by considering specific time and places like fairs or rooms for discussions and negotiations and report submission.

• To respect individually for both knowledge owners and offer reward to them one by one. It is possible to create public interest and an atmosphere filled with mutual respect by categorizing services to knowledge owners through validating performances in framework of sharing knowledge (Probst etal., 2000).

• Admission capacity of receivers. To train employees for maintaining flexibility and considering specific time for learning and lack of secrecy based on their employment;

• Rely on one's knowledge and considering correct what they know. To eliminate this mental problem, it is better to stop knowledge transfer in framework of organizational hierarchy and to be aware of knowledge level of each other by providing possibility of vertical relationships among employees. Therefore, it is necessary to reward appropriate value for resources of knowledge issuance (Martin de Holan & Philips, 2004).

• Impatience and need to help. Acceptance of cooperation and mistakes resulting from creativity and rewarding for such individuals leads to utilize proper professional opportunities to raise knowledge level.

• Immaturity of young and intelligent people. Such people will be observed by experienced and old people due to being young and unfaithful. A correct definition for position and dignity of knowledge owners can fade this situation.

• Pride, obstinacy, time restrictions, numerous preoccupations, risk aversion. Foster self-respect and self-defeating ways and disregard desires can be of new programs to face these barriers to knowledge transfer (Bhatt, 2002).

Research Hypotheses

1. There is a significant relationship between trust and common aspects among employees with enhancing production abilities, sharing and knowledge transferrin settlement of knowledge management in Iran Steel Co.

2. There is a significant relationship between establishment of chat rooms with enhancing production abilities, sharing and knowledge transferrin settlement of knowledge management in Iran Steel Co.

3. There is a significant relationship between speed and consistency of knowledge distribution with enhancing production abilities, sharing and knowledge transferrin settlement of knowledge management in Iran Steel Co.

4. There is a significant relationship between application of intelligent and talented people with enhancing production abilities, sharing and knowledge transferrin settlement of knowledge management in Iran Steel Co.

5. There is a significant relationship between being together of employees with enhancing production abilities, sharing and knowledge transferrin settlement of knowledge management in Iran Steel Co.

6. There is a significant relationship between creation of knowledge fairs with enhancing production abilities, sharing and knowledge transferrin settlement of knowledge management in Iran Steel Co.

Hypotheses of the research are demonstrable in fig. 2.

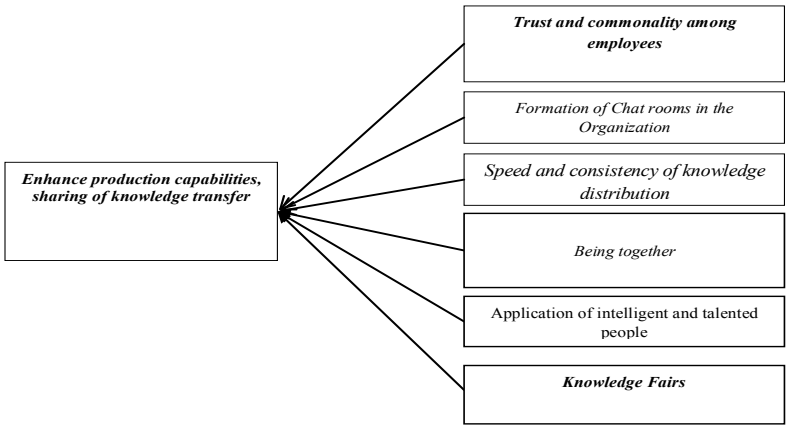

Figure 2. Conceptual Model of Research

Methodology

The present research method is placed in category of correlational researches in terms of objective, application, nature and method. Method of data collecting in the present research is filed method and analysis of the collected data will conduct in SPSS software. Tool of data collecting in the present research is a questionnaire containing 45 questions. All questions of the questionnaire are measured using range of 5-choice Likert. In this research, content validity and confirmatory factor analysis were used to assess questionnaire validity. Likewise, after preparation of questionnaire, 30 managers and employees of Iran Steel Co. and 10 professors of Management field were selected and they were asked to write down their own opinions about clarity and clarification of the sentences in order to be able to eliminate obsolete questions after studying opinions and use proper questions instead. Moreover, LISREL software was used for confirmatory factor analysis which is shown in Table 2. To assess reliability, Cronbach Alpha method, Gutman Coefficient and Kuder Richardson Alpha were used and the results show reliability of the questionnaire. Final results are shown in Table 2.

Table 2. Results of Confirmatory Factor Analysis

Variable	Question	Load Factor	T-statistics	Cronbach Alpha	Guttman coefficient	Alpha of Coder-Richardson
Chat rooms	1	79/ 0	86/ 8	86/0	7/0	798/0
	2	83/ 0	99/ 9			
	3	67/ 0	73/ 7			
	4	38/ 0	08/ 4			
Speed and consistency of knowledge distribution	5	81/ 0	17/ 5	735/0	742/0	868/0
	6	63/ 0	70/ 5			
	7	78/ 0	35/ 8			
	8	84/ 0	68/ 9			
	9	86/ 0	46/ 10			
	10	78/ 0	38/ 8			
	11	80/ 0	62/ 8			
	12	70/ 0	84/ 6			
Trust and commonality among employees	13	81/ 0	14/ 9	774/0	788/0	711/0
	14	80/ 0	01/ 9			
	15	84/ 0	01/ 10			
	16	70/ 0	16/ 7			
	17	73/ 0	35/ 7			
	18	85/ 0	52/ 7			
	19	72/ 0	39/ 7			
Enhance production capabilities, sharing of knowledge transfer	20	63/ 0	96/ 6	749/0	765/0	852/0
	21	54/ 0	56/ 5			
	22	65/ 0	22/ 7			
	23	77/ 0	92/ 8			
	24	85/ 0	87/ 10			
	25	72/ 0	26/ 8			
	26	58/ 0	89/ 5			
	27	54/ 0	75/ 6			
	28	59/ 0	48/ 5			
Application of intelligent and talented people	29	74/ 0	20/ 4	774/0	749/0	766/0
	30	74/ 0	39/ 7			
	31	73/ 0	62/ 7			
	32	70/ 0	66/ 7			
	33	67/ 0	94/ 6			
	34	78/ 0	74/ 8			
Knowledge Fairs	35	77/ 0	03/ 7	775/0	704/0	756/0
	36	72/ 0	04/ 8			
	37	78/ 0	41/ 9			
	38	78/ 0	18/ 9			
	39	76/ 0	94/ 8			
Being together Of employees	40	66/ 0	99/ 4	898/0	722/0	878/0
	41	73/ 0	51/ 8			
	42	86/ 0	25/ 11			
	43	75/ 0	92/ 8			
	44	46/ 0	36/ 4			
	45	57/ 0	10/ 6			

Population and Sample

The population in this research are employees of Iran Steel Company. In this research, the formula used to estimate sample volume is as below:

$$n = \frac{Z^2_{\alpha/2} \times P(1-P)}{\varepsilon^2}$$

n: Sample volume

$Z_{\alpha/2}$ $Z_{\alpha/2}$: Value of normal variable of corresponding unit with 95% confidence

P: proportion of success: (proportion of employees who are members of knowledge management system of steel company to all proportion of Iran Steel Co.).

ε: rate of error to determine proportion of p

So that:

$$n = \frac{(1/96)^2 \times (0/1)(1-0/1)}{(0/05)^2} = 138$$

As a result, quantity of the sample was calculated based the formula on 138 persons. Accordingly, questionnaires of 138 persons of the employees of Iran Steel Co. which were selected randomly were distributed. Table 3 shows status of respondents based on variables of gender, age, education and service background.

Table 3. Description of Respondents

Variable	Group	Number	Percentage
Gender	Male	95	68.8%
	Female	43	31.2%
Job Experience	1-5 years	45	32.6%
	Between 6-10	33	24%
	Between 11-15	15	10.8%
	Between 16-20	4	2.9%
	Above 20 years	41	29.7%
Education	Diploma and associate degree	45	32.6%
	Bachelor	77	55.8%
	Master	16	11.6%
Organizational Position	Employee and Senior employee	70	50.7%
	Expert	43	31.1%
	Head Master	19	13.8%
	Manager	6	4.4%

Data Analysis

Before analyzing data, we first study fit model. Fitness, suitability and adequacy of data are for studying the model. It means that if indexes of fitness show fitness of the model, data are enough and proper for analyzing and concluding available relationship in the model (Barrett, 2007). Table 4 shows 4 fitness indexes. As the table indicates, all fitness indexes have desirable values. In the present research, the obtained data were analyzed using method of inferential statistics and correlational statistics technic. The researcher should be certain about normality of errors and lack of correlation between model's errors before evaluation of correlation method.

To study lack of correlation between errors of the model, Durbin-Watson test and to study normality of dependent variables distribution, Kolmogorov – Smirnov test was used. Value of Durbin-Watson test statistics is in domain 0 and 4+. Similarly, lack of correlation among errors will be accepted and the researcher is allowed to use correlational test for testing hypotheses. Objective of this test was to study normality of dependent variables distribution. If sin value is more than 5 % for all dependent variables, so that claim of normality for all dependent variables will be accepted. Values of these two tests have been calculated and they are showed in Table 5.

Table 4. Fit Indices

Chi-Square	58/ 24
df	13
Root Mean Square Error of Approximation (RMSEA)	002/ 0
Normed Fit Index (NFI)	87/ 0
Non-Normed Fit Index (NNFI)	89/ 0
Comparative Fit Index (CFI)	94/ 0
Goodness of fit index (GFI)	97/ 0
Adjusted Goodness of Fit Index (AGFI)	91/ 0

Table 5. Results of Kolmogorov –Smirnov Test

Expert	43	31%
Head Master	19	8/ 13%
Manager	6	4/ 4%

After ensuring normality of error and fit model, the hypothesis can be tested using correlation method. The results of hypotheses testing are shown in Table 6 and Figure 3.

Table 6. Results of Hypotheses test

Hypothesis	Correlation Coefficient (r)	Significance Level (P)	Results
Hypothesis 1	617/ 0	000/0	Confirmed
Hypothesis 2	444/ 0	000/0	Confirmed
Hypothesis 3	56/ 0	000/0	Confirmed
Hypothesis 4	508/ 0	000/0	Confirmed
Hypothesis 5	615/ 0	000/0	Confirmed
Hypothesis 6	282/ 0	000/0	Confirmed

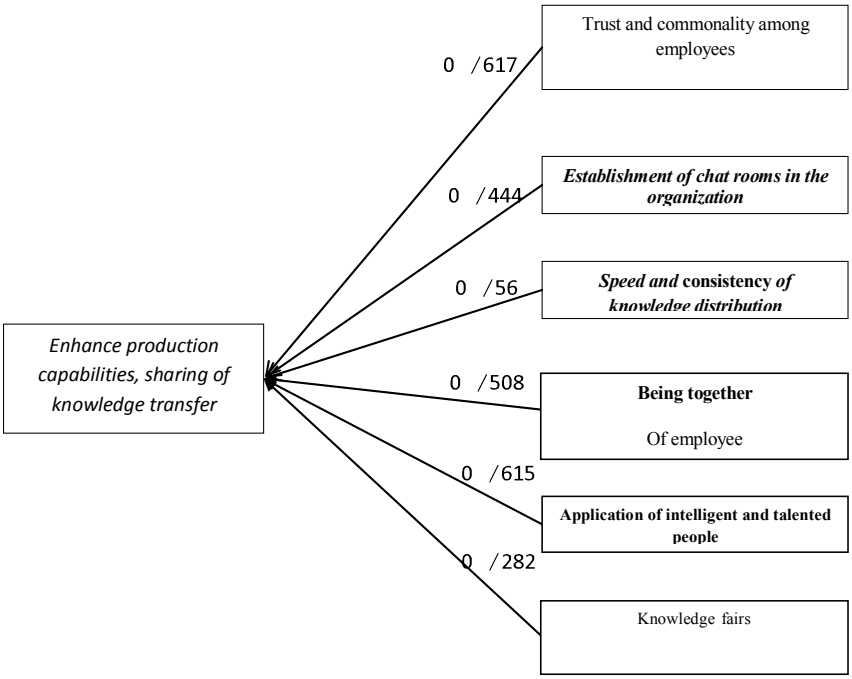

Figure 3. Research Results

Discussion and Conclusions

The main objective of the present research is to study relationship between variables of 7- fold Theta model in Iran Steel Co. in this research, 6 factors (1) trust creation in organization, (2)establishment of chat rooms, (3) speed and consistency of knowledge distribution, (4)application of intelligent and talented people, (5) being together of employees , (6) creation of knowledge fairs are considered as effective factors in the organization on enhancing abilities of production, sharing and knowledge transfer. Major tool to collect data in this research was questionnaire of the researcher that was distributed among employees of Iran Steel Co. using random sampling. Therefore, 138 employees were determined as sampling volume. To test hypotheses, correlation method and SPSS software were used. Results of the research showed that there is a significant relationship between trust in the organization and enhancing abilities of production, sharing and knowledge transfer. It has been included that trust creation and common aspects result in offering successes and exchange of experience and knowledge in attempting more for learning that are major factors in knowledge management. Therefore, managers of the organization should first create atmosphere of trust among organi-

zation's members in line with settlement and exploitation of knowledge management in the organization because in case there is no trust among members of an organization, there is no tendency to offer data to each other. Additionally, the results showed there is a positive and significant relationship between establishments of chat rooms in the organization and enhancing abilities of production, sharing and knowledge transfer. Negotiations of the employees about working issues randomly with whoever they run into in the organization and role of random article exchanging can result in creating new thought which highly effective in knowledge management. The results of the research demonstrate there is a positive and significant relationship between speed and consistency of knowledge distribution with enhancing abilities of production, sharing and knowledge transfer. Knowledge transfer among the employees by proper speed and sufficient extent and informing people by required speed in enhancing abilities and knowledge production in Iran Steel Co. is highly effective. Managers of organizations should provide approaches to increase speed in data circle of the organization. One of the obstacles of accelerating data and knowledge transfer is numerous hierarchies and vertical organization. Lack of effective and efficient communicative networks can also lead to speed decrease of data flow that can have negative effect on enhancing abilities of knowledge management. In addition, the results showed that presence of intelligence and talented people is one of the main factors in increasing knowledge level and quick transfer in Iran Steel Co. These individuals can promptly attract the knowledge and transfer it to others. Moreover, the results demonstrated there is a positive and significant relationship between being together for employees and enhancing abilities of production, sharing and transfer of knowledge. In fact, the results suggested that being together for the employees in formal and informal societies as missions and having social meals is a major and required factor for intensifying stimulus of knowledge sharing.

Managers should try providing fields of increasing employees' interactions. Results of the research suggest that there is a positive and significant relationship between creation and participation in knowledge fairs with enhancing abilities of production, sharing and knowledge transfer. Holding knowledge fairs for free visit over achievements of employees' knowledge and negotiating about them, free trade areas, creation of places and opportunities for interactions of employees are influential on enhancing abilities and knowledge production.

1. To hold meetings to identify more the employees of knowledge management and informing them about importance of knowledge

2. To hold joint meetings among employees and managers to exchange work experiences in the organization

3. To attempt creating a positive area and friendly working relationship among employees

4. To increase trust among managers and employees

5. To hold fairs to present inventions of employees and informing every one

6. To plan for using potential abilities and talents of employees

7. To create motivation for employees to try for transferring their knowledge to others through financial rewards and so on.

8. More cooperation between managers and supervisors for participation of employees in meetings of knowledge management

9. To hold various training courses in organization proper with field of activity of employees

10. To create and encourage culture of group working, team working and creativity in the organization

Suggestions for further research and Limitations of the study

Considering results of the present research, below proposals for future researches seem necessary:

1. To study various approaches of employees' abilities in productivity, sharing and knowledge transfer using other pattern;

2. To study approaches to create work area based on trust;

3. To study distribution approaches by proper speed and enough width;

4. To study new approaches to transfer and exchange knowledge;

5. To study relationship between knowledge management on increasing organization productivity;

6. To study effective elements on enhancing knowledge management;

7. To evaluate of current needs of organization;

8. To study specific needs of parts in order to share knowledge;

9. To study reasons of lack of directors' supports of knowledge management;

10. To study relationship between organizational culture and knowledge management;

Regarding limitations of the research, it should be noted that this research has certain limitations as other researches. Since it is been 3 years that knowledge management has been implemented in Iran Steel Co. and there was not enough time for culture building in this matter and this study intended evaluating settlement model of knowledge management, it led to weak votes of the respondents due to lack of knowledge about the available model. Moreover, lack and shortage of accessible scientific resources in field of the research which is directly related to the study subject has interrupted the research; And finally, lack of cooperation of the relevant authorities in knowledge management in the organization to provide data for the researcher.

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