

Investigation into the relationship between knowledge management process and strategic thinking capacity in Mazandaran Gas Company

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Abstract

The main object of this research is investigation into the relationship between knowledge management process and strategic thinking capacity in Mazandaran Gas Company. The object of this research can be considered in development and application of two angles. This research is an extended study because of its new subject especially in management studies since the results of its analysis results can help in practice, this research can be an applied research too. This research is descriptive and correlational from method view point. The results indicated there is a relationship between knowledge management process and strategic thinking capacity in Mazandaran Gas Company. Pearson's correlation between two variables of knowledge management process and capacity for strategic thinking is 0/41 with the significance level lower than 0/05, indicating that the relation between them is positive. Knowledge management causes organization find strategic problem-solving ability and also apart from the ability to identify key issues. The organizations can achieve their objectives through understanding the relationships and implementing effective mechanisms at risk management, planning, definition of performance indicators and achievements, performance evaluation, comparison, and providing information.

Keywords: knowledge management, strategic thinking, Gas company, Mazandaran Province

Introduction

True recognizing of organization is the main element of success. Exact and effective strategies and solving problems of organization cannot be creation with false recognition. These are opportunity or using

true of opportunity which allow of development too-organization. In organization, knowledge management with standard method will be proportional. It may be said that Basis for knowledge management in a short period will lead to optimal utilization of available information and resources. Also long periods would be new basis for the development in commercial interests and to strengthen skills for the future. To achieve strategic Nutley the companies are forced to overcome the following: Pride to the past and, The strategic challenge of learning how to create wealth from small tactical experience, Political challenge to the transfer of financial and human to the activities that they can make the best efficiency and knowing that strategic modernization is equally important to optimize. (Hamel, 2007).

Statement of problem

The world's major oil companies such as: Shell, BP, Texaco, Chevron have done large investments because of the importance of knowledge management system in sharing and creating new knowledge. The sharing of knowledge is especially useful not only in the field of scientific and technical but also in the field of human resources. Knowledge in the companies is a power source and knowledge management is considered both for whom have questions and who have the answer of this questions. Knowledge management has led to creative and innovative substrates for these companies. Mazandaran Gas Company with utilization of knowledge, specialization and experience of professionals of different disciplines have done several projects with fine a wide variety in connection with the gas industry

In gas company is produced tremendous amount of knowledge with the implementation of various projects and management specialist which some of this knowledge are registered in the form of docu-

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ments, reports, software, directions and so on. But part of it is intangible and experience in relations, skills, insights remain concealed in mind.

Given the importance of capacity for strategic thinking understands the macro, the coherence and the mean of strengths and weaknesses of the organization. With management change of these organizations, new management just attention to operational management and developed them in past, but now because these organizations have high operational capacity and Drastic changes in environmental conditions they have problem to fit with this conditions. One of the most important competitive challenges organizations understands the changing and adapts it. Requires organization strategic orientation is that participants can operate strategies faster and easier. In other words, each organization must accept change and talent fundamental change

With the arrival of the 1980 Yamaha motorcycle business, Honda will aggressively attacked. To deal with this treat, Honda Motorcycle market was decided to supply new products To demonstrate the superiority of the new competitor. Within eighteen months New model Honda 113 motorcycle market was And the speed at tier manufacturer Yamaha motorcycle market was the old model. The Honda appeared to form a new rival that of high capacity variability it. Dell Company when employed people said to them: if you are looking for a change and stable environment, here is not a good place for you.

Result of capacity of strategic thinking should show by capacity of change. Implementation strategy is important as design strategy. Organization often focuses on design strategy not in capacity of change. In the early 1980s, Studies conclusion showed less than 10% of companies can do their strategy successful implementation. In 1999, Fourchon magazine published an alarming factor: more than 70 % of strategic problems of companies due to poor implementation strategy and failed to implement of it and less than 30% of these problems refers to bad strategy.

Capacities of strategic companies and change finally showed itself in operational capacity because companies correlation with its operational capacity and the capacity to create a unique advantage for the customer. Changes in organizations are not necessarily intended to orient new. Like other organizations, primarily living organisms are constantly changing. (Kiyani, 2007) Mazandaran gas companies as a public institutions duty to perform the services required and regulate certain activities in order to maximize the profit too. In view of the above, the main research question is to what extent there is a relationship be-

tween knowledge management process and capacity of strategic thinking in Mazandaran Gas Company.

The significance of the study

Development of institutional capacities increases power to deal with competitors and making statuses of organization against competitors from passive to active. On the other hand, most of the groups that are doing the twenty-first century believe that throughout human history, the world has never been in such a status. Changes compared to previous years, the years of stability with an increasing rate in most parts of the world in most areas of life are, so the world is changing today and tomorrow. Hence each organization must adapt to a changing world and for this change to cope, should create new skills and new attitudes. A rational response to changing environment is increase awareness of the importance of knowledge and learning. (Zali, 1987)

Over the past few years extensive discussion has done about the importance of knowledge management. Professors and researchers from different disciplines such as sociology, economics and management agree that change has occurred. Strategic management concepts related as a critical component for organizations be promoted in order to survive and remain competitive. On the one hand the emergence and spread of information management thanks studies and researches in the field of organizations, on the other the tendency of progressive organizations to establish and they try to refine and implement these systems in practice, with the conditions and requirements of internal and external organization.

As regards Mazandaran gas company is one of the organizations that the size of its operations and has a high level of public service, the need to broaden the field of knowledge management and capacity of strategic thinking and the importance and necessity of the study of Mazandaran Gas company.

Literature review

Tavalaee *et al* (2009) in their research with the subject of: Optimal model of the knowledge management process in Iran's oil industry knows necessary for the implementation of knowledge: global competition, Strategic objectives, staffing imbalances in different parts of the pyramid.

Kayani, in a study entitled "The Eagle's Nest is seeking" strategic thinking capabilities trilogy, and operational change poses and It draws together three different positions for organizations which

they are: Local Eagle (strategic management), duck status (traditional management), start position (Operations Management).

Baghban in another research paper titled "Development of institutional capacity provided" insight Magazine, Issue 205 then provides a definition of organizational capacity. The types of organizational capabilities to manage both resources and expressed Next, the capacity of the individual, group or organization who defined the, He finally offered an explanation of capacity development tips .

Khodaverdi's *et al* study, "The relationship between knowledge management and organizational intelligence agencies Physical education in East and West" have done. The purpose of this study, The relationship between the sub-systems of knowledge management in an organizational intelligence, learning organization and its components at physical education in east and west of Azarbayejan that the results show Between all the components and sub-systems of knowledge management, organizational intelligence, there is a significant positive relationship

Sattary (2006) done a research with the subject of : The relationship between knowledge management learning organization and enterprise intelligence component at Esfahan steel company. The research method was descriptive and correlation and the sample includes 172 professional staff and post-graduate levels in that Were selected by simple random sampling method. The results showed that the Pearson correlation analysis that All components of the knowledge management and organizational intelligence, there is a significant positive relationship

Raiesein an article titled "with change management in public organizations," stated that today ability to manage change is that minimal damage to the organization and Maximum effectiveness is positively associated with and As the most important attribute of successful managers is considered.

Shirani (2002) a research paper on "factors affecting the development of engineering knowledge in organizations" has to offer. These components include: the processes, structures and infrastructure. Each of these components is divided into a number of factors. The relationship between these components of knowledge creation performance is explained by the introduction of variable in this study, a prerequisite for effective knowledge management knowledge has been measured

Parsa (2009) in a promotional article entitled "Achieving Excellence with Knowledge Management Tool" acknowledges that the main goal of knowledge management, identifying needs and stra-

tegic knowledge assets contribute to create a learning organization The results of this study indicate that the positive impact of knowledge management model, excellence is evident in all organizations and for this purpose and must cause changes in human resources, processes and technology interact to consider If the management part of the business model is Culture change in organizations with fewer issues applicable . Meanwhile, the executive process, for information on the change, it is necessary. An organization that wants a superior position compared to its competitors, must in response to customer needs and expectations of the Organization operates in a competitive

Javadiet *al* (1998) in a research paper entitled "Integration of quality management practices with knowledge creation processes," concluded Quality management processes that lead to knowledge creation in organizations Resulting in increased profitability And improve organizational performance is. The results of this study indicate that through the merger and integration between the different quality management procedures and processes of making Can double the capacity, to achieve success in their business

Phil Bartel (2007) in a research paper titled "Sixteen elements of organizational capacity," stated that Capacity building and strengthening the capacity of the different paths is . The capacity of the sixteen elements can be. These sixteen elements are: 1 - shared values - 2 altruism 3 - Services4 - Connections 5 - Trust 6 - history (political and administrative) 7 - Contacts 8 - through 9 - LED 10 - 11 grid - power 12 - Skill 13 - Honesty 14 - Unity 15 - Finance 16 - Conclusion

Edvarcanin another article titled, "The structure of organizational capabilities," states The following parameters are required to be desired organizational capacities: 1 - Create the vision, values and culture 2 - Managing change through strategic focus 3- empowering leadership 4- structure and team communication5 - Learning Team 6 - Techniques and Tools for Project Management and Process

Fat. C. and Haskynz L. (2001) In another article titled "Elements of organizational capabilities" as components for increased capacity include: 1 - Management and Leadership 2 - Mission, Vision, Strategy3 - Planning 4 - Strategic Relationships5 - Developing Resources6 - Management of internal operations

Rastvgy (2000) research as a fundamental process required for the effective management of knowledge In a case study of 15 organizations worldwide. The main objective of this study was to The role of behavioral and cultural patterns used by organizations The creation, transfer and application of their knowledge

Daragvn Gupta and Gavin (2000), a case study conducted in India in steel Nakvr. In this study, the gap between the theory and practice of KM studied The role of organizational culture on knowledge management and its requirements

Bhatt (2002) in a study entitled “Strategies of individual and organizational knowledge management” believes Monitor the activities of manufacturing activity is difficult to, on the other Part of the organization’s knowledge And part of the people within the organization are internal. And believed The dichotomy between individual and organizational knowledge Require different strategies of knowledge management. The point is further emphasized in this study that Taking advantage of the knowledge and skills of individual Depending on the nature of the tasks and interactions between individuals

Theoretical framework

The definition of knowledge management:

Diff rent definitions of knowledge management have. The precise definition makes it clear that definitions and explanation of the differences in appearance and in principle, all the pundits are focusing on a single concept of knowledge management. Knowl- edgement management motivating people to share their knowledge with others.

In definition knowledge management is disciplinary action that ways to create mutual support of business, organize and use information, encourage and reinforce (Jafarmoghadam,2003).

According to Dufi ,knowledge management is the process through which people with use of multi-dimensional data classification in different environments and members of the knowledge creation process. So for effective knowledge management processes in an operating environment, the organization of the human element understand and appreciate, it adds value to inform

Definition of quality and productive canter approved, known knowledge management policies and processes for creating, determination, business, organization and management of critical skills, information’s and knowledge to the best empower people to achieve the organization’s mission.

Comprehensive definition of KM Brooks ,for the system is stable and reliable , the organization is focused on integrated that could be manage at the centre of ,its core value, verticalboundaries, horizontal, foreign and their geographical and with resources to the trust(Yakvy Stephen and Long, 2002).

Carroll (1996): knowledge management is a management philosophy which combines the right things at target information management with organizational learning culture in order to improve organizational performance. (Petzinger and MClohan, 2001)

Knowledge management is knowledge and practice management of distribution and use of knowledge for strategic objective.(Berdrow and lane, 2003)

Hubbard (1998), notes understanding of information management complex than other applications

Knowledge management as a community is considered procedure or practice as an organizational, knowledge management is practices identified, organize and process information to create knowledge, on the other words others are available to be used to create new knowledge (Latifi, 2004).

Beckman is defined knowledge management as: the distribution of individual and organizational knowledge in the whole organization which leading to increased efficiency and performance of the entire.(Backman,1998)

According to Shine knowledge management is a process that enables the organizations to be served the creation of new knowledge, credibility and distribution and thus improve range of organizational features with enabling the company to smarter performance. (Shine,2001)

Management is set of activities such as assessment, defining the target, develop team work,allocation of resources,etc. Knowledge is defined as a set of rules and principles of structured data that enable individuals to make decisions and solve problems.(Spector and Edmonz, 2002)

Knowledge management is creation process, verification, presentation, distribution, and application of knowledge. The five provides training, retraining or eliminating feedback training in the field of knowledge management for organizations. (Iranshahi, 2004)

Knowledge management is the ability of an organization of the use of intellectual capital (personal knowledge and experience with each individual) and collective knowledge through the process of knowledge production, knowledge sharing and use it to help IT in order to achieve their goals.

Principles of knowledge management is development, implementation and maintenance of the technical and organizational infrastructure as required by the context and knowledge dissemination and selection of specific technologies (Noroozian, 2005). According to Prosak (1998), knowledge management is attempt to discover the underlying assets in the minds and conversion hidden treasure

to organizational assets, so that wide range of people who are involved in corporate decision able to use it. In summary, it is the goal of knowledge management in organizations to explain and clarify personal and organizational information and knowledge to the individual and group skills.

They can be downloaded by analyzing the characteristics of knowledge within the organization that having up to data knowledge irrefutable has become necessity for organization to survive. This important result is obtained If particular to be carefully evaluated the process of change in contemporary society that today's post-industrial society is an information society which gradually increases the power of technology to increase knowledge technology. That is why acquisition, development, operation and knowledge management are one of the main responsibilities and challenges of today's organizations. In other words, the concept of knowledge management is considered more. (Arbab Shirany, 2002).

Capacity of strategic thinking

Any organization interacts with its environment are expected to benefit from. This is a two-way forward. The result of this trade is the development and the creation of added value. The interaction of matter is energy and information. Following the establishment of strategic thinking in this way is efficient. In other words, regulate the relationship between the environment and also within their organizations, is the work of the strategic thinking. So, strategic thinking is a kind of thinking that is result of understanding of the opportunity and how to use it opportunity. Equipped to take that technology is targeted and selective. In other words, being able to identify the main issues of non-essential. It is essential to understand the rules of the game (Ghafariyan and Kiyany, 2008, p 48)

Bottom of Form

Strategic thinking rather than a solution to a specific problem further seek to create conditions in which the desired goal is achieved. Singer American philosopher says: acorn fruit of the oak tree's fruit ,but the conditions under which it will acorn production. For example, Dell computer corporation disadvantage to competitors in the distribution system it led to a strategy of direct sales to final consumers that its action not only to create a competitive distribution system but this way a significant decrease in costs was and Dell overtaken by competitors .

Strategic thinking in an organization being alone is visible to managers and key person and just if there is an institutional arrangement between them ,Most organization are unaware of the need for such capacity. The result of this neglect has increased reactive behaviours and also lack of efficiency and organization development. Organizations are weakin their strategic thinking capacity,not able to correct their path, and gradually lose their competitive advantage. Organizations that are thought to develop should enhance their capacity in strategic thinking Knowledge of this issue is beyond capacity. This capacity allows them to develop into their own knowledge and other resources. Having driven the development of their own resources not organizations Organization with high strategic thinking capacity knows where to go . The basic orientation is determined in such organizations. These organizations understand the business environment itself and are rarely surprised at the changes.

At Microsoft, we see the manifestation of this capacity Until2000, the company is now the world's most expensive market was considered. The success of the personal computer software market's growth has been high. (Within the last thirty years, an annual average of about twenty percent.) Observation and studies show it Growth in this market is declining rapidly since 2001 (by understanding the rules of the game.)In such circumstances, how can a fast growing company retained Become a strategic issues for the company. As a result, entry into the computer market was chosen as the solution. Sales of hardware (console) games and applications in 2000 will exceed ten billion dollars. This figure was more than the sales industry (Kiyany, 2007)

Shipping Islamic Republic of Iran is a good example in this regard. Perspective on strategic planning, the direction he rejuvenation navy. The company's five-year goals, down to less than two mount targeting the aging fleet. This orientation, mental and environmental managers to explore opportunities in this critical relationship building. It happens to be a golden opportunityAnd the creation preparations already order to be timely the auction is a German manufacturer of ship with ideal conditions in terms of timing and delivery time, price and credit the number of vessels with high capacity. This awareness led the company also made use of traditional instruments portage and in line with its fleet rejuvenation and development of its capacity to achieve global success (Kiyany, 2007).

Strategic thinking versus non-strategic thinking

Strategic thinking versus strategic approaches that an organization behaves differently. Sources of value creation in organizations focused on activity and addressing all issues are avoided. If this feature is depended on knowing the market and correctly identifying the factors that create value for custom-

ers creates a competitive advantage for organizations And the many benefits that can accrue. Behaviour of the organization’s strategic thinking And the others followed her out to the value of Spirit and courage to deal with concepts, new products and business practices and risks are a sign of strategic thinking. Instead of imitating the behaviour of others, with the aim of creating unique value for the customer

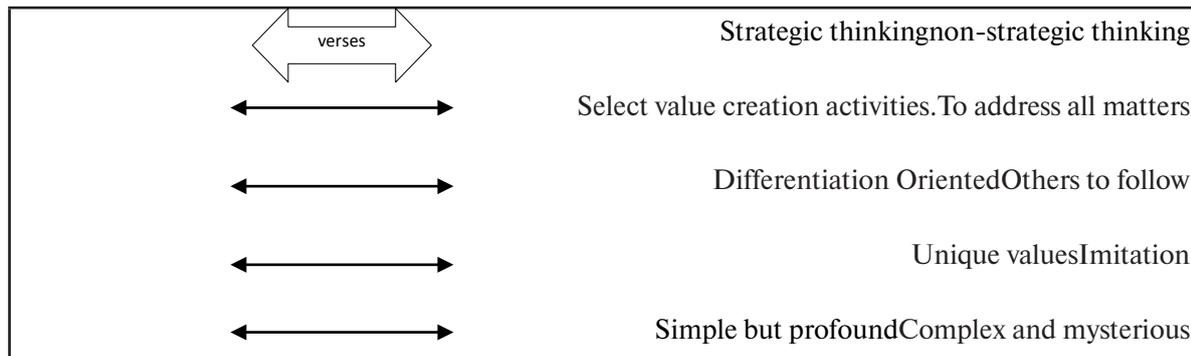


Figure 1. Strategic thinking versus non-strategic thinking

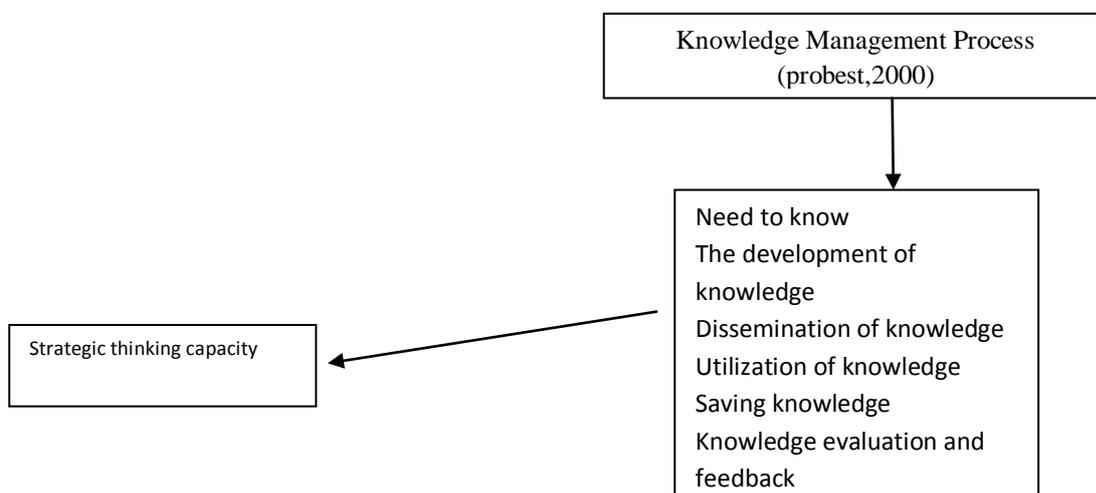
G.Hamel introduces it with the strategy is based on the architecture artistic creative , the discovery and understanding of business.

The role of knowledge management

Organizations to achieve their objectives, resources and assets are numerous. Some of the most valuable resources and assets are the sole and exclusive. And to gain a competitive advantage are central Knowledge of these cases. So that the production of alternative knowledge, wealth and investment fund as (Tafler, 1386).

Also, PeterDrucker, in 1993 in his opinion in today’s economy as a source of knowledge of the world and within other sources (such as labour, capital and land is But at present it is the only source of (Nonaka, 1996) the only source of knowledge is actually used, its value is not diminished. But its value added (Gelaser, 1998) Knowledge of the organization capitalize on profitable materials (Davenport, 1998) It can be found that the only sustainable competitive First is what they know, second how fast they employ the knowledge. (Kohen, 1998)

Conceptual model



Research objectives

The relationship between knowledge management and strategic thinking capacity in Mazandaran Gas Company.

Study variables

Knowledge management process: is process in organizations for dominate information and knowledge that is part of the memory of organization and usually in the form of unstructured and for organizational success ,knowledge is the form of capital that should be the form and shape that can be exchanged between people and the organization also expanded(Toorban and riner, 2007)

Strategic thinking capacity: ability to identified fundamental issues from un-fundamental issues and understanding of the opportunities and creating strategies to use these opportunities. (Kiyany, 2007)

Strategic thinking: that kind of thinking that will give us the opportunity to create solutions.(Kiyany, 2007)

Methodology

We used others study for our research and then using field study, hypothesis to explain and model between knowledge management process and strategic thinking capacity, according to title and purpose of study.The aim of the study was the development and application can be considered from two angles. This research is a development research. These are completely new to the subject, especially in the management research

Researcher sought with this study explains the relationship between knowledge management and strategic thinking capacity. However since the results of the analysis can be useful in practice, this can be read as an applied research. This research is a descriptive research methodand the type of research method is correlation.

Statistical community

The population of this research are all managers and experts, both women and men having bachelor's degree, master's degree or higher in the Mazandaran Gas company.

Sampling method

In this research, due to the high volume and not possible to examine all, the study has been dealt a sample rather than the entire population. To determine the sample size of the table 'Morgan and Jersi' is used due to the number of population is

205 person. the sampling method was cluster. Between all of Mazandaran Gas Companysome of them were selected by simple random sampling and then Employees of selected companies, the sample was randomly selected In this research, managers and professionals at various levels and in different departments are working are chosen. Therefore, the number of samples needed for research and to ensure that the above amounts are net of returned total 244 questionnaires distributed and questionnaires were 205 returned and analyzed.

Methods of data collection

For data collection in addition to books, periodicals and documents in libraries the website also viewed and... A questionnaire was used.

Data collecting tool

In this study, a questionnaire was used to collect data for determining the relationship between knowledge process management with strategic thinking capacity. The questionnaire was made to make the questionnaiere, have been used. Scale used in the questionnaire is a Likert scale of 5 choices.

Validity and reliability

There are various methods for determining the validity of the measurement instrument one of them is the question experts. This method has been used in the present study.First, the variables derived from the literature, the questionnaire wasGive to experts In the questionnaire, respondents were askedDue to their expertise and knowledge with organizational capacity process To identify the relevant variables. Then examined by professors and professionalsIn the case of the amendment was proposed. The final questionnaire was developed after the reform. To obtain reliability, Questionnaires were distributed between Mazandaran Gas Company that after data collection By computing Cronbach's alpha and test validity (reliability) of the questionnaire was determined.

Table 1. Reliability statistics knowledge management

Number of items	Cronbach	Standardized Cronbach
30	.862	.835

As can be seen in the table above, Cronbach questions related to knowledge management is 835/0 .That is bigger than 0/7. It questions the reliability of knowledge management is approved.

Table 2.Statistic reliability of potential strategic thinking

Number of items	Cronbach	Standardized Cronbach
10	.72	.718

As can be seen in the table above, Cronbach questions related to strategic thinking capacity equal to is 718/0. That is bigger than 0/7. It questions the reliability of strategic thinking capacity is approved.

To be able to evaluate the adequacy of the sample size and Bartlett’s test of Kaiser-Meyer-Olkin were used.

Table 3. KMO index and the Bartlett test statistic is significant level

763/0	KMO Index
731/2519	Bartlett’s test
001/0	sig

According to the KMO index value equals 763 / and is bigger than 0/7 And the Bartlett test statistic is equal to 731/25, with sig lower than 0/5 so the sample size is sufficient verifiable.

Methods of data analysis

The data collected in this study has been analysed by using descriptive and inferential statistics

The following inferential statistical tests used in this implementation.

- Kolmogorov Smirnov test.
- Pearson correlation test

In this study, the suitability of this software is used Excel and SPSS and Mini TAB.

In this section we describe the characteristics of the population has been with regard to sex, marital status, previous work, and organizational activities. The table and chart below describes the changing gender sample.

Table 4. Assessment of Sex Workers

Percentage	Frequency	Gender
32.0	30	female
68.0	175	male
100	205	total

As shown in Table 4 and figure 2 show, the total sample is 205 patients, 32% female and 68% are men. The following tables and figures describe the marital status of the sample to be studied.

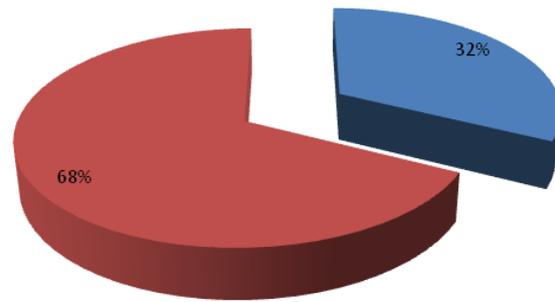


Figure 2. Assessment of workers in the sample Mazandaran gas company

Table 5.Marital status

Frequency percent	frequency	Marital status
18.00	41	single
82.00	164	married
100	205	total

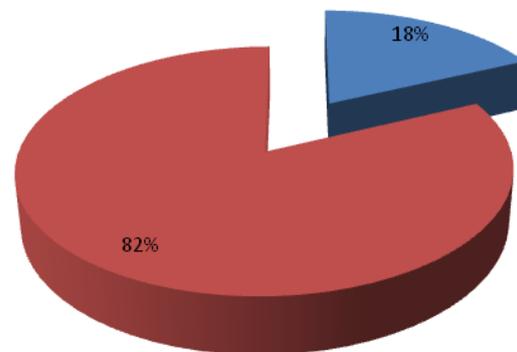


Figure 3. Marital status

As shown in table 4 indicates, the total sample was 205 patients, 18% were single and 82% are married.

Table 6. Assessment of employees’ work experience

Frequency percent	frequency	experience
13.34	25	1 to 5 years
29.16	44	6 to 10 years
39.16	96	11 to 15 years
14.16	30	16 to 20 years
4.16	10	More than 20 years
100	205	total

As shown in Table 6, the total sample is 205, 13% 1 to 5 years, 29% 6 to 10 years, 39% 11 to 15 years, 14% 16 to 20 years and 4% have more than 20 years of experience.

Descriptive statistics about the sample

The following table shows the variables after sorting the data collected to SPSS arrived.

Table 7. Descriptive data capacity for strategic thinking and management variables

Descriptive Statistics						
Std. Deviation	Mean	Maximum	Minimum	Range	N	
4.82661	76.6134	5.00	1.00	4	205	Strategic thinking capacity
4.77351	69.5673	5.00	1.00	4	205	Need for knowledge
8.87362	71.3681	5.00	1.00	4	205	Improved knowledge
7.93630	75.4946	5.00	1.00	4	205	Published knowledge
6.79583	74.4153	5.00	1.00	4	205	Utilization knowledge
7.87127	75.6143	5.00	1.00	4	205	Saving knowledge
4.65134	73.2376	5.00	1.00	4	205	Knowledge evaluation and feed back
						Valid N (listwise)

Analytical findings

The research hypothesis

There is a relationship between the strategic thinking capacity and knowledge management in Mazandaran Gas Company.

H0: There is no relationship between the strategic thinking capacity and knowledge management in Mazandaran Gas Company.

H1: There is a relationship between the strategic thinking capacity and knowledge management in Mazandaran Gas Company.

$$H0: \mu_1 = \mu_2 = \mu_K = 0$$

$$H1: \mu_1 = \mu_2 = \mu_K \neq 0$$

The results obtained by SPSS software will show normal test Knowledge Management variable is validated.

Table 8. Kolmogorov-Smirnov test

Sig	Average	Statistic, Kolmogorov - Smirnov	Number of respondents	variables
22/0	78.6152	05/1	205	Knowledge management process
0/13	4627/71	1526/1	205	Strategic thinking process

The table 8 shows Pearson correlation and the significant relationship between two variables of knowledge management and strategic thinking capacity.

Table 9. The relationship between knowledge management and strategic thinking capacity.

Sig	N	The Pearson correlation	Variables
0001/0	205	4102/0	Knowledge management process-strategic thinking capacity (The first component of organizational capacity)

In above table, the correlation coefficient is equal to 4102/0, that is lower than significant level. There is a positive relationship between knowledge management and strategic thinking capacity.

Analysis of research findings

There is a relationship between knowledge management and strategic thinking capacity at Mazandaran Gas Company.

According to Pearson's correlation between knowledge management and strategic thinking capacity which is 0/4102 and because it is lower than sig so correlation between them is positive.

Knowledge management makes organization's ability to find solutions to strategic issues and ability to identify key issues to be non-essential the organizations understanding the relationship and implementing effective risk management mechanisms, through planning definition of performance indicators and achievements, performance evaluation, comparison, providing information that might underlie the decisions of their leaders, achieve the strategic objectives of researcher and progressing towards the vision set.

Tavalae results and others (2010) showed that the strategic objectives are one of the key requirements of knowledge management implementation in the Iranian oil industry and industry to achieve its development goals and in line with the strategic objectives; it is required to implement knowledge management.

In fact, it can be stated that with using knowledge management, understanding the complexity of the environment and its changes goes up and the capacity will enhance the strategic thinking of the organization, although several factors may influence the creation of value for stakeholders by category.

Practical recommendations

If we want strategic thinking capacity and knowledge management to be increased with each other, strategy and science based policy and human resource management successfully be applied in organization. For successful implementation of strategic and science based policy, should be determined policy and procedure for creation, saving and dissemination of knowledge and the prospect of sharing knowledge is important. In order to implement effective knowledge management is proposed, Factors affecting the process of identifying There is also space suitable for Members of an organization to encourage the creation, development, exploitation, dissemination, preservation and storage of new knowledge are assessed.

Managers can focus on the application of them and focused of them Organizations better manage their knowledge. Since knowledge sharing, knowledge management is the biggest challenge Therefore, the success of knowledge management as a strategic tool that can give certainty, The owners knowledge is to be considered as individuals, Organizational processes in such a way that the knowledge will spread to the entire organization and yet, Application of the hierarchy is preferable.

The directors recommend Given that the learning capability is regarded as the most important key competencies, Managers to learn and develop their vision of the business are motivated, The ability to develop a learning path, Unsuccessful business practices, the following shall be considered an achievement in learning, Development of individual and organizational learning should be considered, Fast learning is one of the fundamental goals of the organization, The "job experience" personal and enterprise "experience" becomes And strategic direction of the organization becomes effective. Management organizations must rely on superior knowledge, Allow more rational decisions on important

issues and promote knowledge-based functions to find. The directors recommended The objectives of the Three values are defined strategic and operational In order to achieve the organizational capacity Can support simultaneously. Goals of knowledge values Provide opportunities for management To be a good corporate culture and create interest in science, And to adopt appropriate policies. There are two important strategic functions if these goals are developed based on existing strategies, this will allow Point to the feasibility of the strategy of the organization needs to know, Should be evaluated. But if the strategic knowledge Be determined independently of the strategy, Can create new strategic options are. Operational objectives of knowledge The monitoring and control of knowledge Leads the design and implementation processes And must be clearly established and are followed throughout the organization.

Suggestion for future research

- In further research, related to each component of knowledge management review separately with strategic thinking capacity.
- In future research, a comparative study was done between two or more organizations.
- In this field, other studies can be done in other organizations.
- The capacity for strategic thinking, one of the components of organizational capacity, can be examined with knowledge management.

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