

# Dimensions of Knowledge Management on Good Urban Governance (Case Study: Municipality of Rasht City, Iran)

Shahram Gilaninia (Corresponding author)

Department of Industrial Management, Rasht Branch, Islamic Azad University  
Rasht, Iran

Tel: +98-911-335-6977 E-mail: gilani\_sh45@yahoo.com

Hosein Ganjinia

Department of Public Management, Rasht Branch, Islamic Azad University  
Rasht, Iran

Tel: +98-911-134-6436 E-mail: dr\_gangy@yahoo.com

Zahed Babaei

Department of public management, Rasht Branch, Islamic Azad University  
Rasht, Iran

Tel: +98-911-149-9307 E-mail: zahedbabaei@yahoo.com

Seyyed Javad Mousavian

Department of Business Management, Rasht Branch, Islamic Azad University  
Rasht, Iran

Tel: +98-911-335-4617 E-mail: saba\_moosaviyan@yahoo.com

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## Abstract

Understanding the environment and the necessity of dealing with issues arising from the pressures arising from environmental variables, regardless of the issue to gain competitive advantage, which is extremely necessary, decisions and actions will affect managers. Due to the lack of influence of each variable, lead to problems such as pervasive poverty, unemployment, inflation, environmental pollution, destruction of infrastructure, conflict, and other abnormalities in the city. The main purpose of this study, the effect of knowledge on good urban governance in the city of Rasht. The study is a descriptive survey. The study population included all employees of the municipality of Rasht that the number of people was 2191 and the sample size was 327 people. This measurement tool, the researcher made questionnaire. Methods of descriptive statistics and statistical tests are t-test and Pearson correlation. The results of the Pearson correlation test showed the dependent variable have high correlation with independent variables of knowledge of good urban governance. T-test results also showed that the variables knowledge, organizational learning, knowledge transfer, stored knowledge, user knowledge, creation knowledge affect in good urban governance.

**Keywords:** Good Urban Governance, Knowledge Management, Knowledge Acquisition, Organizational Learning

## 1. Introduction

During last two decades the increasing amounts of information in organizations and the necessity of their effective use in organizational decision, cause the emergence of the phenomenon is called knowledge management. Four major factors have affected the emergence of knowledge management: 1) The transition from the age of the domination of material capital to intellectual capital, 2) an extraordinary increase in the amounts information stored electronically, and increase access to information, 3) changes in population age pyramid and the risk of losing institutional knowledge due to retirement of employees, 4) have become more specialized activities. (Taghizadeh and others, 2010) rapidly, interest and

attention to knowledge management is growing in different industrial of countries and the academic and scientific circles. So that knowledge management has a key role in many organizations. Knowledge management solutions to the causes of organizational knowledge in all aspects of well-distributed and used (ngai and chan, 2005) with aim the solution to resolve the urban development issues in developing a management system that based its attention is to decentralization approach in the organization. Beginning in this approach, the concept of urban governance means and with the participation of the people, institutions and local government agencies and NGOs as actors in urban development are used. Although the pace of urbanization in Iran have been done differently; But inattentive the capacity of cities and not equip them to take advantage of the positive effects of this growing phenomenon, lead to Problems arise are in three areas of urban governance, namely the political, social and economic resource management and policy enforcement. At the national level, urban management should follow the fundamental solution for solving the problems of urban, and in this way new methods of urban governance should be correctly diagnosed and given the geographical, social, cultural, political and economic adaptation and implementation. Cities of Iran to reach the desired point of electronic preparation, their status are not significant. Therefore to achieve Good urban governance characteristics, although the problem seems to appear; But Iran as a developing country, one side is inevitably moving towards e-governance to improve good governance characteristics and Can be used as an opportunity to enter the main area and take the proper approach should be considered in order to gain competitive advantage (Nobari and Rahimi, 2010).Bad governance is seen as one of the basic root of all evil in society. (M. Roberts et al., 2007)

## 2. Theoretical Framework for Research

In the public management, principles of good governance as a new paradigm refers to emphasizing the role of public managers in providing high quality services that citizens and groups have benefited from it. Also the new approach of increasing has managerial autonomy, particularly through the central control unit, the demand, with both personal and organizational performance. Recognize the importance of providing technical and human resources that the directors are required to achieve the desired performance and so Acceptance Objectives government of the intellectual competition that public employees should do in contrast to the private sector is also the case that good governance (Okot-Umao, 2001).

Today, many companies know knowledge as wealth. They know this in addition to the soil, labor and capital, the importance of knowledge as a production factor is increasing every day. Vision these companies to optimize the management and Application of the knowledge, improve their competitive position compared to other companies. Knowledge management, knowledge of organizational ,knowledge creation, sharing and transferring knowledge, making use of existing knowledge, acquire new knowledge and it is stored and accumulated that the action do in the process organization accessing and according to the culture and organizational strategy. (Sallis and Jones, 2002) The study analyzed the characteristics of knowledge and performance within the organization can receive that having update information and knowledge has become an undeniable necessity for organization especially if the changes in the knowledge society must be carefully evaluated, The also result is obtained that post-industrial society, today's information society is where it gradually increases the power of technology became to increase their knowledge. In today's dynamic and complex environment is essential for organizations that to the creation of new knowledge continuously and the application of accreditation in their products and services are used (Usefi and Gholami, 2006). Governance during the 1990s, one of the words central to the social sciences, especially in the field of political theory, political science and human geography has become.(Barakpur and Asadi,2009) Good governance as the use of executive authority, political and economic affairs of the country for better management at all levels is assumed (Backus, 2001).

### 2.1 Good Urban Governance

Governance is the topic that focus to how governments and other social organizations interact with each other, how to communicate with citizens and decision making in a complex global and it is a process through which communities and organizations to adopt decisions and through it can identify those who engage in this process and how to fulfill their duty. the governance deals with individuals and organizations that are involved in the decision process and implementing decisions and due to the existence of power and governance within and outside the authority of formal and informal institutions recognized and major groups of state actors, including private sector and civil society and also process involves the identification and diagnosis, in which decisions are set basis. General management of the people, institutions, public and private institutions and also through the ongoing process which, together is provided with conflicting or competing interests and areas of cooperation and interaction. According to the definition of urban governance include both formal institutions and informal practices and social capital of citizens. Contrary urban management, urban governance is management process that deal with adaption and maintenance of infrastructure and urban services. urban governance is considered in the political process, totally.(Nobari and rahimi,2010) development

objectives in accordance with the millions of non-biological one of the major issues for public policy makers in developed countries and developing today, in context of the city's ability to increase growth and improve social welfare and urban quality of life of people.(Zhao et al.,2009) because of urban governance or sovereignty, duty to enforce decisions and public policies in the public interest as is defined a participatory development process, and whereby all stakeholders including government, private sector and civil society for measures to solve urban problems, provide that the result of the instability problems of urban development, overcome the instability of management agencies, urban planning, efficient construction and will responsibility for urban affairs and delegate more powers, duties and authority to local governments and other stakeholders .( Laleh pur,2007,p67)

<Table1 about here>

## 2.2 Knowledge Management

Knowledge, including knowledge of formal models, rules, programs and procedures, skills and experience to be persons. Also it is contains the official knowledge, communicate, analyze situations, develop new solutions for the problems and activities, cultural issues, such as question answer and value the relationship with the organization audience (Watson,2003) In a general classification of knowledge, including knowledge of individual and organizational knowledge. Individual knowledge, that knowledge has a place in people's minds. Organizational knowledge, knowledge that is formed due to the interactions between technology, techniques, and people in the organization (Bhatt,2001) Their knowledge of organizational knowledge is tacit and explicit knowledge(Duffy,2000). Explicit knowledge is knowledge of the organization, and content that can be fixed through the application of information technology, coding, compiling and publishing the data. This knowledge, called the upper and knowledge resources of the iceberg is visible. Samples of these knowledge of databases and manuals can be found in organizations, he said. Knowledge is tacit versus explicit knowledge.

<Table 2 about here>

### 2.2.1 Knowledge Creation

The way people identify and develop new things, knowledge is produced. New ideas and ways to respond to needs, some may be beyond the knowledge of which can be internal. For example, a new method to answer the needs of employees, knowledge can be organized in part by support personnel to be discovered.

### 2.2.2 Knowledge Acquisition

When new knowledge is recognized and valued in a form suitable to be shown and or process in which the knowledge is placed on the organization, For example, an organization to hire a persons killed in the field of product design can, in fact, has gained knowledge of these people.(Kebryashirzad,2009)

### 2.2.3 Organizational Learning

It is adopted in order to establish the relationship between awareness and Knowledge of individual members of the organization of work experience and other ways that gain kind of collective knowledge and learned knowledge .(Alvani,2002)

### 2.2.4 Knowledge Sharing

Sharing or knowledge sharing, the two actions are considered: 1) Transfer (send or supply the knowledge to a potential receptor); 2) Absorbing knowledge by the individual or group. (Nonaka and Takeuchi, 1995)

### 2.2.5 Knowledge Utilization

Knowledge utilization including of activities in creating new Knowledge from existing Knowledge(for example The discovery of the inner desires of the customers on their behavior) and application of current knowledge(In such fields as business customers and maintaining existing customers).(Lee and yang,2000)

### 2.2.6 Knowledge Storage

Process, in which case the value of corporate experience with care, determination, identity and stock are memory in the form of corporate. (Sallis and Jones, 2002) The following table shows researches that has been done in the field of knowledge management.

< Table 3 about here>

According to city records and research in the field of good urban governance and management of knowledge It can be said that the city of Rasht in Iran as one of the major cities, and move away from this trend and not separated governance issues should be followed in providing environmental in which the partnership, agreement and establishing a variety of

social, economic, political and cultural may be freely provided for all citizens. Given this, can play an important role in Rasht municipality that has adopted the appropriate approach and planning strategies will be implemented. To improve the performance of municipalities and institutions and the government agencies, the role of knowledge management in urban areas should be a good governor was to research and to be dealt with analyze the current situation. According to studies, this study suggests the following model.

<Figure 1 about here>

### 3. Research Hypotheses

#### 3.1 Main Hypotheses

Between the dimensions of knowledge management and good governance in the municipality of Rasht city, there is a significant relationship.

#### 3.2 Sub-hypotheses:

- 1- Between knowledge creation and good urban governance in the municipality of Rasht city there is a significant relationship.
- 2- Between knowledge acquisition and good urban governance in the municipality of Rasht city there is a significant relationship.
- 3- Between organizational learning and good urban governance in the municipality of Rasht city there is a significant relationship.
- 4- Between knowledge sharing and good urban governance in the municipality of Rasht city there is a significant relationship.
- 5- Between knowledge utilization and good urban governance in the municipality of Rasht city there is a significant relationship.
- 6 - Between knowledge storage and good urban governance in the municipality of Rasht city there is a significant relationship.

### 4. Research Methodology

This study is the type of field research and the library. Statistical populations are the total number of employees in the municipality of Rasht 2191 in 2011 year and considering that the population is limited and unclear, Morgan is used to determine the sample size table. For 2191 the number of cases, the sample size is 327 people and 350 questionnaires were distributed of which 334 units were collected and analyzed. This is because Cronbach's alpha reliability was also calculated over 70 percent. The following tables are in there liability of individual variables.

<Table 4 about here>

### 5. Data Analysis

Among respondents are, age of 68 people between 20-30, 138 people between 30-40 year old, 95 people between 40-50, and age of 29 people over 50. And also 4 people who have not expressed your age. In this study, 257 individuals of the respondents are male and 77 female.

Among the respondents, 4.2 percent had education below high school, 56 diploma, 5.4 percent Associate Degree, 8 / 33 and 6 percent have a bachelor degree and 0.6 percentage of graduate are master and over it.

The distance scale is measured in this study was to test the hypothesis test of t-test was used.

Table 5 shows the results of testing hypotheses.

<Table 5 about here>

According to the results of the Pearson correlation test showed that the dimensions of knowledge management and urban governance management there is significant positive correlation.

### 6. Conclusions and Suggestions

According to the results and findings of the theoretical principles and analytical information collected through the field according to the results of statistical analysis can be concluded the independent variables of knowledge management (knowledge utilization, knowledge sharing, knowledge creation, organizational learning, knowledge storage, knowledge acquisition) affections good urban governance. The analysis was performed by t-test analysis shows that the level of significance ( $\text{sig}=0.000$ ) smaller than the alpha ( $\alpha= 0/05$ ) is considered. Thus, with 95 percent confidence that the

independent variables knowledge management affects good urban governance in the city of Rasht municipality. And the Pearson correlation test results can be concluded Good urban governance between the dependent variable and independent variables are significant and positive correlation .The Pearson correlation coefficient for the variable dimensions of management knowledge and good urban governance in the 0 / 01 is meaningful.

So for good urban governance, municipal officials, employees and managers have the ability to create organizations that are looking to gain knowledge and arrangements made between that awareness and knowledge of individual staff members communicate. Employees should be encouraged to work in a team deal between the individual and multiplexed together and share knowledge. Activity must be so that employees and senior officials of their acquired knowledge of the activities to operate.

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Table1. Defining characteristics of good urban governance models

Defining characteristics	Models of urban governance			
	Management	Partnership-oriented	Development Favor	Welfare
Policy objectives	Efficiency	Distribution	Development	Redistribution
Policy style	Action-oriented	Ideological	Action-oriented	Ideological
Nature of political exchange	Social	A fighting	Social	A fighting
Nature of public - private exchanges	Competitive	Coordinate	Interactive	Limiting
Government relations Local - citizens	Specific	Public	Specific	Public
The main dependence	Experts	Civic leaders	Traders	Government
The main instruments	Contracts	Negotiation	Partnership	Networks
The main criteria for evaluation	Effectiveness	Participation	Develop	fairness

Table2. Definitions Knowledge Management

Scholar	Year	Definitions
O Dell	2000	Knowledge Management is systematic approach, to find, understand and use knowledge is to create value
Smith	2003	Mechanism to create a working environment where knowledge and expertise to be readily distributed and situations that can give be knowledge and information to the people at the appropriate time. So they can work as efficiently and with greater efficiency
Beckman	2004	Mechanism for access to expertise, knowledge and experience that provides new capabilities, Leads to better performance, Encourages innovation, and increase stakeholder value optimal.
Danrom	2005	Systematic and purposeful application of criteria for guidance and control of tangible and intangible knowledge assets with the aim of using existing knowledge inside and outside the organization to create new knowledge, value creation, innovation and improvement.
Choo	2005	Framework for the structures and processes at individual, group, organization to organization that knows what they can learn and if necessary to acquire new knowledge to create value for customers and ideologies of stakeholders. Such a framework for managing people, processes and technology for sustainable development in the integrated function.
Jones	2005	Integrated and systematic approach to identifying, managing and sharing all the intellectual assets, including databases, documents, procedures and policies and experiences in people's minds.

Table3. Researches in the field of knowledge management &amp; urban governance

Scholar	Title research	Finding research
Kangas(2006)	Assess the relationship between organizational culture and knowledge management innovation	In organizational culture, knowledge management may be an effective strategic innovation the long-term success and development values and contribute to increasing corporate profits to be competitive.
Ward (2006)	Implementing knowledge management to support executive decision making in a joint military environment	Innovation management, knowledge management, not directly. Innovation Knowledge Management Knowledge of internal and external environment in order to encourage the dissemination of information and the ability to create new knowledge with knowledge to provide effective decision-makers can manage.
Zhakmakin (2005)	Effect knowledge management on the performance	Between knowledge management, organizational performance and financial performance are related.
Halavi (2005)	Successful knowledge management systems in knowledge-based organizations	Successful knowledge management system containing the variables: system quality, knowledge quality, quality of service, contacts the Yale and the Reza fellow's user application that can measure the success of knowledge management systems. The findings showed that these models, the potential application of knowledge management systems are the future
Khalifa M, Liu(2003)	Key factors in successful knowledge management program	Organizational factors and processes, knowledge management, has the greatest impact on the success of the knowledge management program.
Hasanzadeh(2006)	Study underlying factors in the	Between the various agencies to provide KM infrastructural factors (technological and cultural), there are significant differences.
Monavarian(2000)	Of good government to good governance	Organizational culture, information technology, human resources and education effective on knowledge management and most important cultural factor is the implementation of knowledge management in organizations.

Rastgar(2006)	Electronicgovernance and its impact on good urban governance	Through Electronic governance component of good governance can be promoted in urban areas and provide more comfort.
Khebreh(2009)	The role of good governance and combating corruption and financial crime	Fight against corruption is good governance and the fulfillment of the requirements that underlie the growth and sustainable development, poverty reduction, economic stability and social cohesion.
Nobari&rahimi(2010) 1389	Good urban governance is a necessary, non-doubt	Log in coordinate on with them ayors of the three areas, the barrier and the integrity of field goal stop rovide good governance
Keskin(2005)	Explicit and implicit relationships between strategy, knowledge management and performance-oriented organization	Knowledge management strategy has a positive effect on organizational performance

Table 4. Reliability

Variable	Coronbach alpha
Good urban governance	0.907
Knowledge Utilization	0.824
Knowledge sharing	0.872
Knowledge acquisition	0.602
organizational learning	0.796
Knowledge Store	0.767
Knowledge creation	0.770

Table 5. Research finding

Research hypotheses	sig	Hypotheses status
H1: Between knowledge creation and good urban governance in the municipality of Rasht city there is a significant relationship.	0.000<0.05	confirmed
H2: Between knowledge acquisition and good urban governance in the municipality of Rasht city there is a significant relationship.	0.000<0.05	confirmed
H3: Between organizational learning and good urban governance in the municipality of Rasht city there is a significant relationship	0.000<0.05	confirmed
H4: Between knowledge sharing and good urban governance in the municipality of Rasht city there is a significant relationship.	0.000<0.05	confirmed
H5: Between knowledge utilization and good urban governance in the municipality of Rasht city there is a significant relationship.	0.000<0.05	confirmed
H6: Between knowledge storage and good urban governance in the municipality of Rasht city there is a significant relationship	0.000<0.05	confirmed

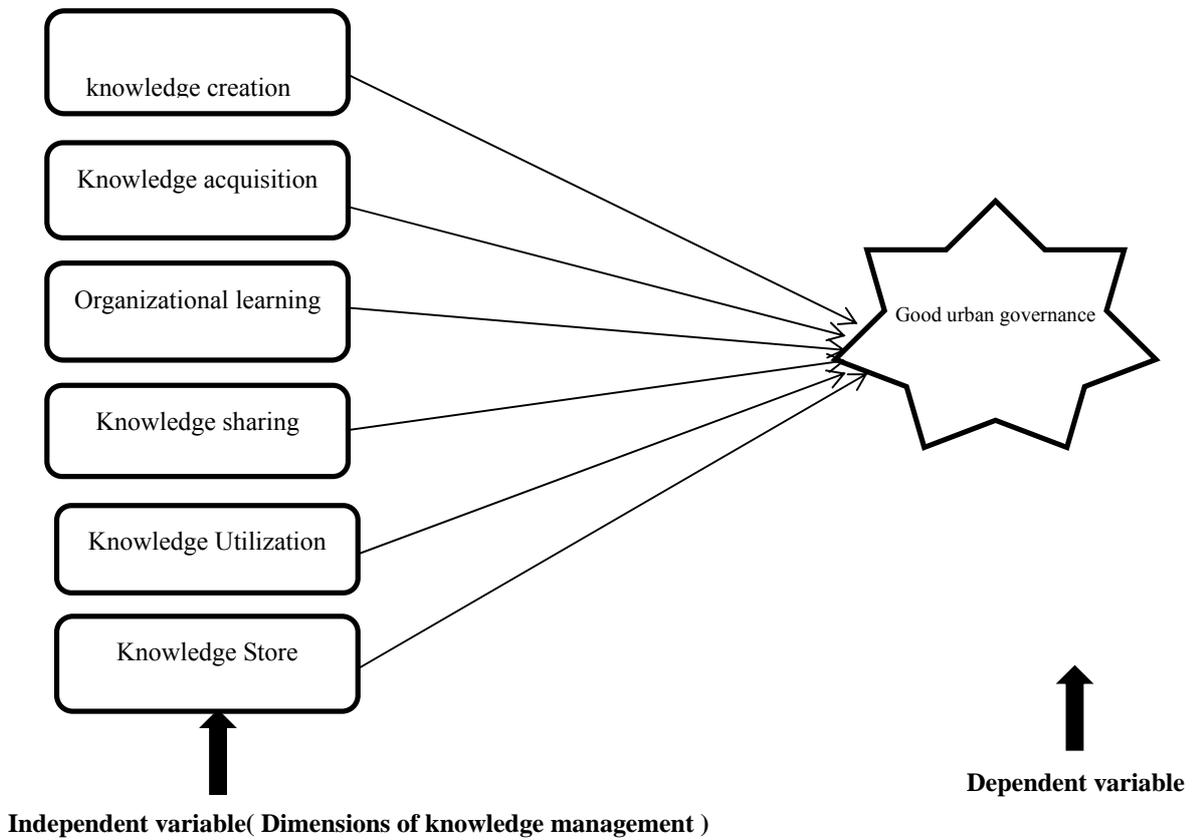


Figure 1. Suggested Model of Research