

PROVIDING A STRATEGIC MANAGING MODEL FOR THE KNOWLEDGE EMPLOYEES IN THE ORGANIZATION, TEHRAN, IRAN

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Received November 25, 2011

Accepted Feb 5, 2012

ABSTRACT

The current researches indicate that knowledge management is considered the significant factor for national and international organizations in acquiring competitive advantages. On the global scale, the competition of organizations for obtaining competitive advantage based on knowledge orientated scope. Managers are facing new challenges in this extremely competitive world in which unskilled employees are being replaced with specialists in information whom are known as "knowledge employees". This paper attempts to provide a strategic model for interaction with knowledge employees. The main problem in the present organization is labor force turnover. Application of this model will certainly help the organizations to gain more competitive advantages. The organizations can achieve the desired goals by efficient leading knowledge employees in the right directions. The main characteristic of this model consists of philosophy, goals, theoretic bases and executive stages. The research method which used for data gathering and confirming the model was performed via questionnaire. For this purpose, 30 distinguished professors from different university in different management fields were selected for this study. The research based on survey method. The reliability of questionnaire according to Cronbach's Alpha was 0/907 and the mean showed 3.33 out of 4. The Chi-Square test, Wilcoxon test confirmed that the model for philosophy (90%), model for goals (90%), model for theoretical bases (80%), and executive stages (90%). Finally, considering the strategic model interaction with knowledge employees has resulted to 6 characters in philosophy, 6 characters in goals, 7 distinctions in theoretical bases, and 7 distinctions in executive steps. As a result, executive managers could be able to provide the leading strategic model concerning interaction with knowledge employees for their organization.

Key Words : Knowledge, Employee, Leading strategy, Model, Character competition, Management

INTRODUCTION

At the present world, organization managers every day encounter with new challenges. One of these challenges in severe competitive space of two days is that simple labors are altered to information specialists who are named "knowledgeable employees." Peter Drucker¹ described knowledgeable employee as individuals who make added value for organization by processing existent data which by it's help we can define and

solve problems. By this definition we can found that why organizations considered their main focuses upon attraction and maintenance of knowledgeable employees. Therefore one of the issues we can pay to it significantly is the issue of leadership of knowledgeable employees that should apply their capabilities and attitudes to organization can achieve to its goal in the best manner and be succeeded in field of modern trade.

Studies are made in the field of employees leadership is more has been focused on specifications and leadership behavior. These researches began

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by studies about characteristics of leader since 1930 this movement continued to the leadership behavioral studies and considerably accomplished by leadership modern theories and focus on charismatic leadership. By consideration of conclusion resulted of mentioned period, specifically we can mention the most situational systematic leadership theory or life circle from Paul Hersey and Ken Blanchard which was on the basis of this idea that suitable behavior of leader depends on maturity of followers of leader.

Therefore we can declare that focus on leadership and employees during the years are considered. But considered issue in this research is the manner of leadership of employees which in addition of high knowledge also have considerable professional capability. This research follows responding to this question that how leadership strategies are collected?

Importance of Matter

One of the disturbances solving of which can have virtuous effect on utilization and improvement of each organization, is method of management and leadership of knowledgeable employees, because knowledgeable employees are profitable and very important for each industry, enterprise or country. In present organizations, knowledgeable employees are changed to organizational powerful assets which create value for their organization by their activities and have an important role in achieving goals of organizations. Therefore, consideration of this point specified that organization should have special attention to accurate leadership and providing factors of job satisfaction, motivation factors and maintenance of these valuable assets to can utilize of knowledge, skill and professional capabilities of employees in the best manner and parallel objects of these employees with its objects. Meanwhile, because of severe competition among present organization in direction of attraction and maintenance of these employees, they are need to application of accurate strategies in interface to these employees.

Also by consideration of less attention to leadership strategies of these employees in knowledge management issues, important of subject under discussion is doubled.

Theory and Suggested Model

In this research for improvement of manner of interface with knowledgeable employees in organization it should be paid to planning a conceptual model for presenting leadership of knowledgeable employees' strategies. It is assumed that suggested model is suitable.

AIMS AND OBJECTIVES

It is anticipated that executive managers by achieving to results of this research can collect accurate and suitable strategies for knowledgeable employees' leadership of their organization as an competitive advantage and benefit them in the form of strength point of organization to ascertain goals of organization in relation with knowledgeable employees. For this purpose, a suitable model is presented for strategic encounter to knowledgeable employees until organization can by collection of leadership strategies achieve to their goals.

METHODOLOGY

Method used in this research in consideration of classification of researches in term of object, is an applicable research and in consideration of classification of researches in them of gathering data manner can name that research descriptive which is scaling type.

History of Introducing knowledgeable employees

In consideration of importance of knowledge-oriented economic in surface of the world, nowadays most of researches have described that present work in organizations needs more knowledge to previous. Also in expended form this issues is acknowledged that knowledge is sole resources of competitive advantage in companies in knowledge era.

In a definition from Miller in book "Mental Assets Training" it is stated that knowledgeable employees utilize of their intelligence for alert of ideas to goods, services and processes.

Drucker states that knowledgeable employees utilization is the most challenge for managers in 21st century. He explains six basic factors in determining utilization of knowledgeable

employees as follows:

- 1- Utilization of knowledgeable employees needs to designing this question that what is task?
- 2- Utilization of knowledgeable employees requested giving responsibility to them. knowledgeable employees should manage themselves, they should have independent.
- 3- Continuous creation should be a part of job, task and responsibility of knowledgeable employees.
- 4- Scientific work requires continuous learning and training of knowledgeable employees.
- 5- In utilization of knowledgeable employees, quality is important as quantity.
- 6- Knowledgeable employees should behaved as assets not costs. They should by existence of all opportunities would like to work in their organization².

One of the theories is that individual who works in organization are inferiors. But even in very low level also individuals are less inferior. Increasingly individuals, employees are knowledgeable and they are not inferior but they are partner or companion.

Knowledgeable employees should now more than their chief about their job, in fact, they know more than each person in their organization about their job, is a part of definition of knowledgeable employee. Certainly, these partners when are dependent on their chief in cases such as employment, elimination, promotion and encourage, but in their job they are superior and these inferiors are dependent on superior for leading of work. In other word their relation is more similar to relation between orchestra leader and players rather than a traditional relation between superior and inferior.

Main factor of preserve and keeping these key personnel is to understand this matter that what motivate them. Because they think, behave differently and have various needs. In relation with encourage of these personnel services most researchers agreed with encourage them either financial or non-financial as an action for motivation of employees. However some have more acknowledge on non-financial awards³.

Knowledgeable employees continuously learn that knowledge have a sort time use. They can

exchange, sale, their knowledge or keep it near themselves. This feature of knowledgeable employees caused that organization compete in what is called fight for attraction of attitudes. Knowledgeable employees are independent individuals that make decision for using the knowledge which they want and how they want to use them.

Personnel Job Satisfaction

Personnel job satisfaction means general attitude of individual to his/her job. Job satisfaction is collection of feelings, believes and factors of job position that cause utilization of individual and individual satisfaction and to like condition and tools of job and in a word job satisfaction means satisfaction of job and encouragement and depending to it. Job satisfaction is a complex and dimensional conception which is related to mental, physical and social factors.

Job satisfaction is one of the important factors in job position. The factors cause utilization increment and also feeling of individual satisfaction. Job satisfaction means liking condition and tools of a job, conditions in which work is done and an award is received for it⁴ With regard to above mentioned it is said that: Job satisfaction means feeling of happiness individual has from his/her job and enjoying of it and following it encouraged and depended to his/her job. Job satisfaction is a pleasant, sentimental and positive condition resulted of job evaluation and /or job trade which can refer to various factors of that such as labor, employee, type of labor, workplace and human relations.

Job Satisfaction of Knowledgeable Employees

One of the projects related to knowledgeable employees, was experimental analysis of "Effective factors on knowledgeable employees job satisfaction, in services department of China" in 2007 that is provided upon questionnaire of Minnesota and to increase two new part on the basis of knowledgeable employees needs. Results of this research showed that leadership behavior and organizational spaces, environment and work condition, nature of job and financial reward have effected on job satisfaction of knowledgeable employees satisfaction very much. Among mentioned factors, leader behavior and organizational atmosphere had the most

effect. I.e. main factors of leader behavior and organizational space such as good nature of leader, capability, justification and manner of leader and employees relations had the highest effect on job satisfaction of knowledgeable employees. In comparison with environment and work condition, job stability had weaker role which is related to specifications of knowledgeable employees, because production tools of them i.e. knowledge in their mind which they can take it with themselves⁵. Thus, when they encounter with better work condition, they may sacrifice job stability for changing work environment. Also understanding importance the job itself on personnel job satisfaction is not so difficult. Because gaining income is not for living but it is feeling of perfection and improvement⁶. Here rewards divided into two sections material and spiritual reward which the most important motivation of knowledgeable employees is also

gaining income and improvement of qualification of work. Therefore financial guarantee and motivational stimulation is vital for them. On the basis of research findings it is recommended that needs of personnel be identified well, i.e. knowledgeable employees individually be considered and everybody be behaved differently and special for herself/his self, be trained and special attention given to personal operation and their improvement⁷.

Our factor of optional leave of knowledge-oriented employees in this research could be briefed as follows⁸:

- 1- Not meeting of job anticipation,
- 2- Decrease of dignity of work in big enterprises⁹.
- 3- Disproportionate between operation and payment.
- 4- Specifications and features of manager and organizational structure¹⁰.

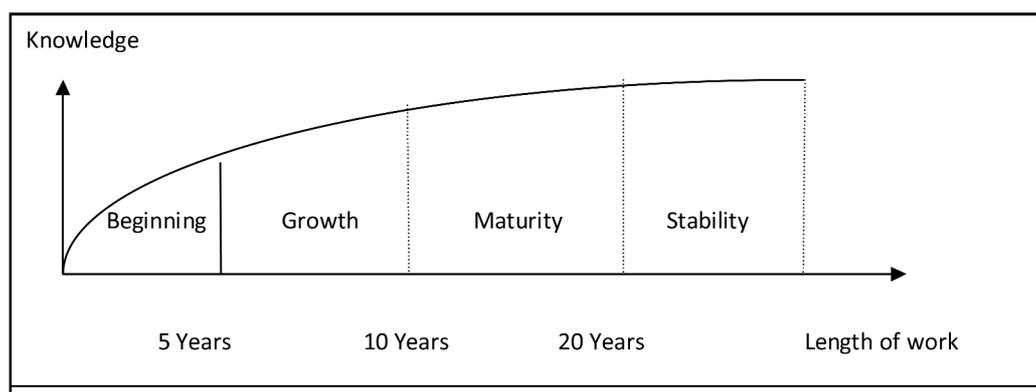


Fig. 1 : Characteristic of knowledge employees⁷.

Meanwhile, the most important strategies for preserving knowledge-oriented employees could be defined as bellow:

- 1- Description of job realities at the first of employment¹¹
- 2- Sharing employees in making decision and assigning authority.
- 3- Emphasis on improvement of individual competence.
- 4- Focus on improvement of knowledge and organization competence.
- 5- Focus on improvement of aggregative knowledge¹².
- 6- Development of relation and to be attached

to cooperation or workgroups.

- 7- Increasing in proportion between individual capability and assign duties.
- 8- Job planning, job promotion.
- 9- Strengthening profession credit of individual¹³.

Strategy

Strategy is a comprehensive plan for action which determine main orientation of organization and present guides for allocating resources in direction of achieving long term goals of organization and choosing strategy is complex and even risky, because each strategy directs organization to a competitive environment and

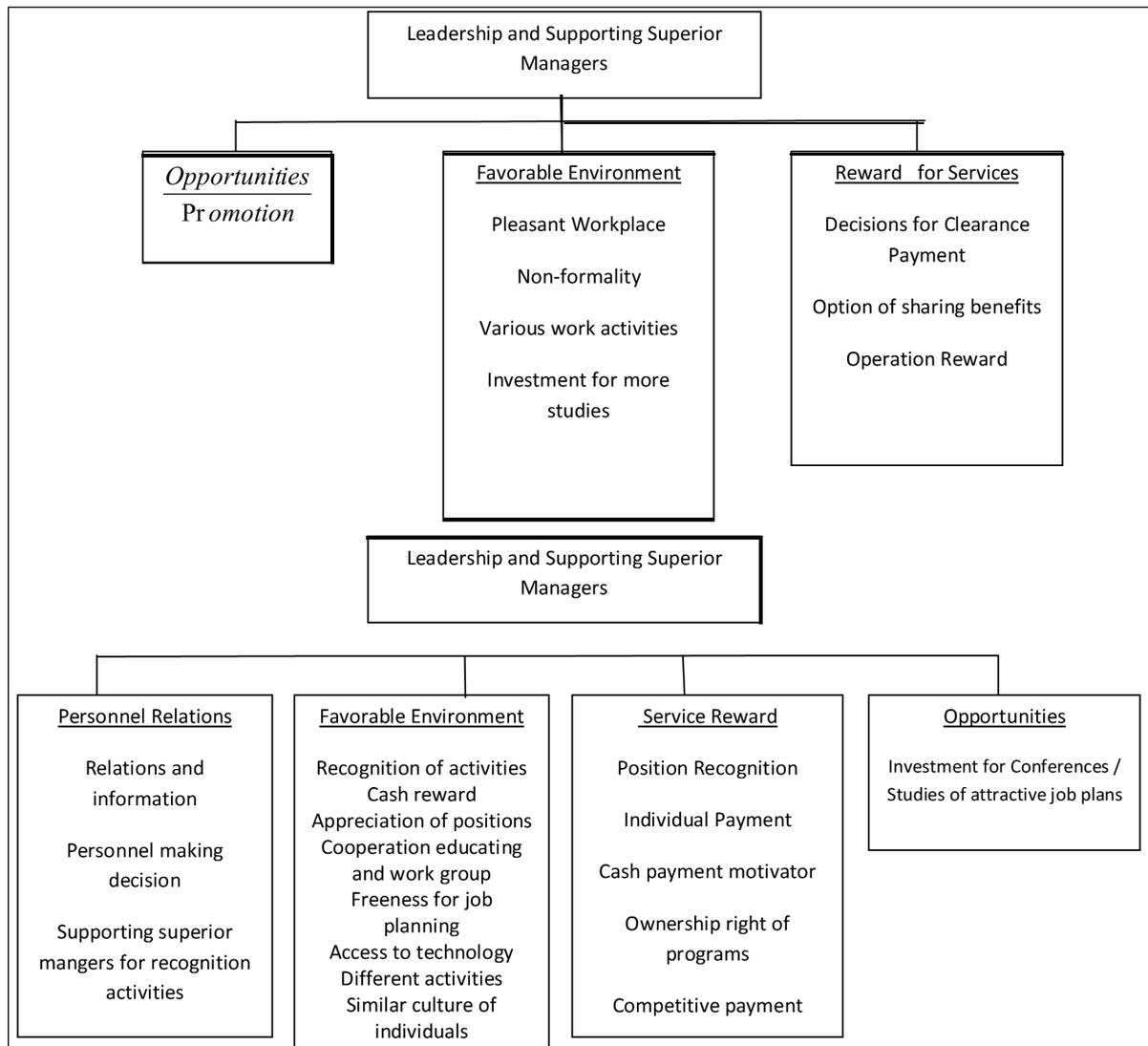


Fig. 2 : Strategies for Preserving Knowledgeable Employees.

determine manner of managers programming for compatibility of powers and weaknesses of organization with opportunities and environmental threats¹⁴.

Strategy is model of decisions are taken in an organization and forms activities and conclusions. Good strategies are considered competitive tools and unfair strategies are main weaknesses for organization.¹⁵ Strategy is a model or plan which combines goals, policies and operational chain of an organization in scale of an integrated whole together. If strategy is not adjusted accurately it would be effective in allocation and direction of organization resources in the form of unique and booster and on the basis

of capabilities and relative insufficiency inter-organization, forecasted environmental evolution and necessitate movement of intelligent competitors.

Components of Model

Philosophy of Model: Philosophy model resulting from necessity and importance of attention to effective factors on knowledgeable employees' job satisfaction is as follows:

- 1- Necessity of regard to knowledgeable employees as organizational assets in knowledge-oriented economic world¹⁶,
- 2- Regard to special features of knowledgeable employees,
- 3- Importance of regard to effective factors on

job satisfaction of knowledgeable employees by organization leaders¹⁷,

- 4- Need to leadership of knowledgeable employees instead of management of these personnel.
- 5- Regard to accurate and planned leadership of knowledgeable employees¹⁸
- 6- Regard to strategies of knowledgeable employees leadership.

Goals of Model

Goals of suggested model are as follows:

- 1- Strategic interaction with knowledgeable employees of organization,
- 2- Systematic leadership and strategy-oriented of knowledgeable employees.
- 3- Representation of knowledgeable employees' leadership strategies.
- 4- Help to organization leaders in direction of more accurate interaction with knowledgeable employees¹⁹.
- 5- Paralleling factors effective on job satisfaction of employees with organization goals,
- 6- Any more focus and regard to factors effective on job satisfaction of knowledgeable employees in leadership strategies²⁰.

Strategic Model of Encounter with Knowledgeable Employees Philosophy - Objects - Theoretical basics

- 1- Analyzing of organization mission, landscape, strategies in relation with employees.
- 2- Analyzing of existence situation of organization encounter with knowledgeable employ-

ees and determine the rate of consideration to job satisfaction factors of knowledgeable employees in organization in this phase of referendum of knowledgeable employees in relation with existence situation of their encounter with organization is reviewed.

- 3- Desired position of encounter with knowledgeable employees.²¹
- (Existence of rate of maximum factors of job satisfaction of knowledgeable employees in organization.²²
- 4- Inspection of existent situation gap and favorite situation of knowledgeable employees job satisfaction (Analyzing distance with favorite situation).
- 5- Inspection of strength point and weakness of organization in relation to encounter with knowledgeable employees and representing of solutions.²³
- 6- Selection and collection of knowledgeable employees leadership strategies.
- 7- Execution of Collected leadership strategies.²⁴
- 8- Feedback and Evaluation.²⁵

RESULTS AND DISCUSION

Since main object of representing strategic encounter model with knowledgeable employees, is collection of leadership strategic of knowledgeable employees, should be including most important goals achievable in relation with

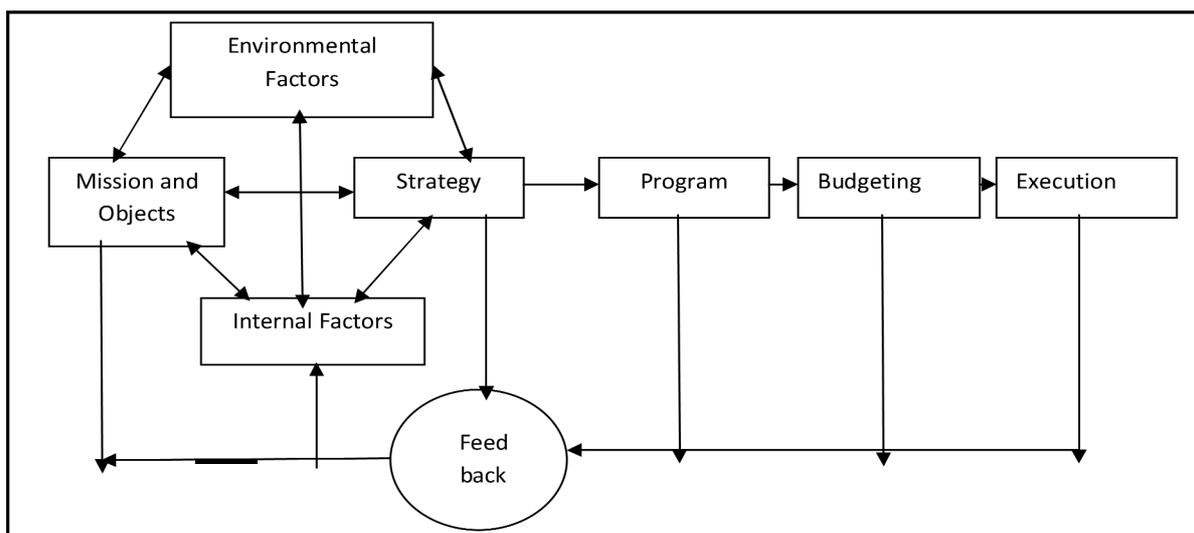


Fig. 3 : Hax Model Strategic Planning Process.

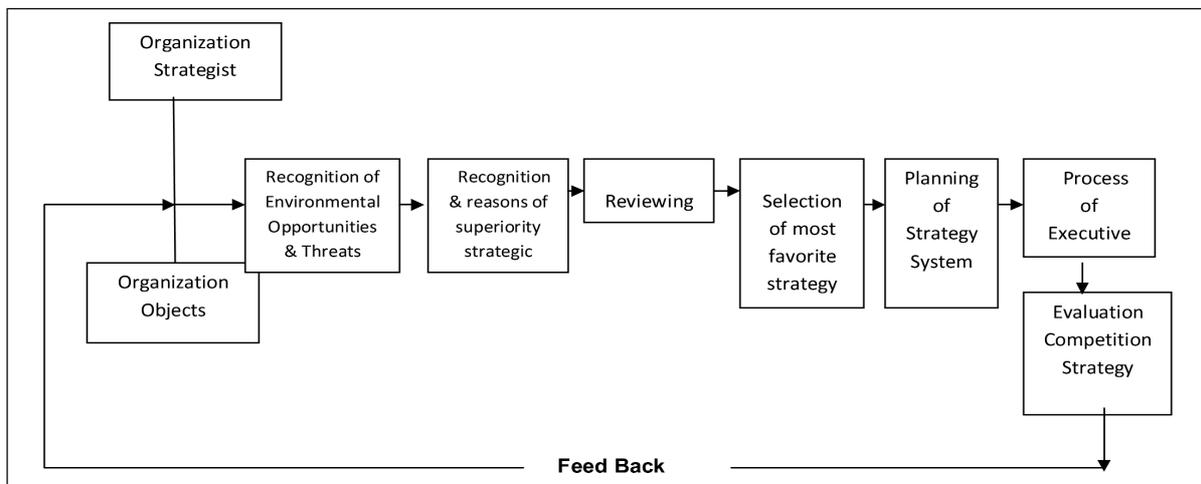


Fig. 4 : Glueck Model Strategic Planning Process

knowledgeable employees, also prioritizations of mentioned goals be considered, very necessary policies for direction of resources and execution of strategies made done and operation and basic programs for achieving goals also should be considered until organization by its collected leadership strategies upon prevailing needs, job satisfaction factors, motivation factors and also factors for preserving these employees utilize of forces and knowledgeable employees capabilities and to achieve its goals in competitive world. In other word collected leadership strategies should be background of balance, cohesion, depth and rich of their organizational system and determine direction and path of movement of organization leaders to more use of knowledgeable employees for increasing of application and achieving goals.

CONCLUSION

By studying of history of research we can understand that importance of knowledgeable employees subject in today organization caused special consider to these employees and leadership of these employees be the most important issues of organizations. Therefore, vacuum of representing leadership strategies conform to features of these employees for achieve to object of company is specified well. Therefore in present research it is paid to representing a mode for knowledgeable employees leadership strategies to organization can utilize the applicable forces in the best manner

in direction of achieving to organizational objects.

Recommendation and Applicable Suggestion

- 1 Execution of strategic encounter with knowledgeable employees in concept of society and together with unforeseen parameters. Therefore regard to accurate execution and expert supervision on it is recommended to it.
- 2 Upon importance of role of managers and organization leaders in strategic encounter with knowledgeable employees model to necessity of suitable bedding for their partnership in process of collection leadership strategies of organization and also attraction cooperation and their partnership of them in execution of these model in this organization is recommended.
- 3 Because of expansion area of represented model execution, preparation of economic facilities and providing executive facilities is necessary.

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