

# Knowledge Management In Government Organizations

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## ABSTRACT

*A great need has been felt in recent years for using knowledge management that is hardly established in government organizations. Globalization in alterations and the induction of values such as contribution, citizen-oriented ness and knowledge- oriented ness in modern theories of public administration and also issues such as government- shrinkage and exertion of instead of incumbency make it necessary for government sectors to take knowledge management in government organizations; there are three main subjects:*

*1-Is it possible to use management knowledge in government organizations?*

*2-Can the existing knowledge management models be used?*

*3-What are the components and dimensions of knowledge management in government organizations?*

*Finally, this article clarifies the possible restrictions on utilizing knowledge management in government organizations.*

### Keywords

*knowledge management, government organizations, elements of knowledge management, restrictions for knowledge management Citizen.*

## 1.0 INTRODUCTION

Knowledge is rapidly changing to the most important stable competitive benefit for organizations. The views based on sources have become to the views based on knowledge and this sources alteration will be the most important organizations challenge in knowledge age ( wig, 2002:7). Prosperous organization's Gchwkv are who have allocated much more knowledge to himself than others. The evidences suggest there are increasing tendencies

toward utilizing knowledge management in organizations and factors such as globalization, citizen- oriented ness, contribution and knowledge- oriented ness have increased its necessity. In traducing issues such as government-shrinkage, exertion of authority instead of incumbency, private sector ability increasing and increasing of citizen knowledge, this necessity is felt more in government organization. Despite theses cases, government organization have many features of traditional official affairs yet, and have faced little changes regarding to a rounding world alterations and everyday the distance between these organization and private sector ones in utilizing and attaining knowledge become more and more. Today many people have this question: why government organizations suffer from insufficiencies in their performance, while private sector organizations facing with this issue have better performance ( Kuaiman & Elyasen, 1370: pp. 924).However, it seems that government organizations should lead more to ward these alterations because of their special identity and their sensitive role which play in realization of society democratic and social values (Denhart, 1380: 26).Knowledge management study shows private sector has paid more attention to this subject and has emphasized on it as a business strategy and for increasing profitability-also, this subject is newly established in public sector and has paid less attention to it. ( Teece, 1998:5)Here, there is this question: what is the application of knowledge management in government organizations? Is it necessary to use and discuss about knowledge management in government organizations due to their role and identity?

In following, we study about knowledge management necessity and importance in government organizations.

## 2.0 KNOWLEDGE MANAGEMENT NECESSITY IN GOVERNMENT ORGANIZATIONS

1. alteration in sources structure

2. modern tendencies of policy – making
3. exertion of authority instead of incumbency
4. globalization
5. increasing the ability of private sector
6. increasing of citizen – knowledge
7. loss of experienced forces in government organization

Is it possible to use management knowledge in government organizations?

We live in a world that sudden changes become globalize severely. Everyday the terms such as orient ness-knowledge economy, knowledge organization and scholars become more familiar to us. Sudden alterations and making challenge have provided opportunities for organizations. As an example, information technology (IT) beside its special challenges has also prepared some opportunities (e.g., simultaneous concentration and non- concentration) for organizations (cong & Pandya, 2003:25) Historical study shows techniques such as business processes Re-engineering (BPR) and total quality management (TQM) have primarily appeared and grown in great companies of private sector ( Macadam & Reid, 2000:26). Knowledge management also follows this norm. The experiences have shown that knowledge management has passed its exam well and proved that it is not an unstable and temporary mode. (cong & pandya, 2003:26).The evidences show that government organizations must become blend with knowledge management. Today, governments such as U.S.A, England, Finland and Malaysia take main steps for establishment and knowledge management in their government organizations. These most important steps are as following.

1. Reinforcement of support culture of knowledge management
2. Codify goals and knowledge management strategies.
3. Structures planning for knowledge management in organization official inter- structure.
4. Codify knowledge management processes.
5. Providing necessary technical infra- structures in order to develop knowledge management activities.
6. codify required training programs for staffs (OECD, 2003:4-8)

Studying of authorities opinions shows the necessity of utilizing knowledge government in government organization is inevitable, but the main question is that can government organization use the exist models of knowledge management; mainly have created in private sector, for tracing knowledge management? Are knowledge administration components, elements and dimensions in public sector just the same as ones in private sector?

Providing policy making partners

- The quality of government services
- Appropriate technology selection
- Knowledge management processes selection
- Creating knowledge teams
- Providing official rewards and cognition
- Providing required information about knowledge management benefits knowledge
- Creating an environment based on reliance
- Reservation (save)
- Selection
- Acquire knowledge
- Utilizing
- Distribution
- Determination recognition
- Knowledge management dimensions in government organizations

### **2.1.1 Producing culture for knowledge distribution in government organizations**

Knowledge management obstacles in government organizations. knowledge management main obstacles in government organizations are briefly as follows:

#### **2.1.1.1 Cultural and human factors**

One of the main knowledge management. Obstacles in government organizations is that individuals (inter and exo- organization) won't want share their knowledge with others and apply it just for their personal goals. Ultra categorizing of information in government organizations for non- achieving of others to these is propagated the culture of knowledge distribution absence (hales, 2000: 8; wig, 1999:3).

#### **2.1.1.2 Structural factors**

usually, government organizations structure is inflexible and like a chain (hierarchy- like) and is not able to react against environment sudden changes. Formality, complication and high concentration are some features of government organizations. Knowledge management is required flexible structure based on counter reliance and encourages exo- axle organization contributions (McDe- rmott, 2001: 11).

#### **2.1.1.3 Political factors**

on the contrary early theoreticians of government management (Wilson, 1887) that had believed office (control) separation from policy , today, it is believed that government management and organizations can't separate

from their political environment. Political factors impacts on government organizations are more than their impacts on private sector organizations. For example, authoritative parties and political groups can use government organization present knowledge for their goal realization. Also, alteration in government parties can make alteration in government organizations management that it may shorten management life time and as result decreases management support for knowledge management programs performing (berquin, 2000:8).

#### 2.1.1.4 Easy availability to public sector credits

Private sector organizations have felt the necessity of applying knowledge management more early than government organization. One of the main reasons of this matter is their independency on government credits. As Kuaiman and Elyasen pointed out government organizations acquiring to this great source (knowledge) has been slowly because of their easy availability to government credits. (Kuaiman & Elyasen, 1370: 13). Finally it should be noted that before knowledge management is a technical subject, it is social and the success of its programs is required staffs support and contribution in all organization levels. May be managers think if they control organizational knowledge, all things are ok. But, it should be considered that acquiring knowledge is just first step. It can never determine what time is suitable for ending knowledge management activities, because organizations knowledge needs always change.

### 3.0 CONCLUSION

In this article, knowledge management in government organizations has been studied. This study shows that knowledge management is a new subject in government organizations which should be considered in a special way. When we apply each framework in knowledge management field in government organizations, we should notice the identity and performance of this sector. As an example, government organizations are different from private sector organizations due to their aim and beneficiaries. So, it is natural that the frameworks which don't pay enough attention to these subjects, won't have required efficiency and clarity in government organizations. Regarding to bring up values such as justice, mentality, contribution, social responsibility in modern theories of public administration on one hand, and government movement toward shrinking and decreasing incumbency on the other hand, it is expected that knowledge orientedness and moving toward knowledge orientedness organizations become more important. As an prominent example of this discussion, we can refer to fourth chapter allocation of (Islamic Republic of Iran) cultural, social and economic developing fourth program to developing based on knowledge. Knowledge management authorities in public sector are warn that in regard to expanding of the subjects that government organizations

are deal ed with ( e.g., beneficiaries), it needs close attention about knowledge management frameworks in these organizations. Any trivial looking will face knowledge management efforts with serious challenges.

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