

Social Knowledge Management

(Case Studying of Islamic Azad University of Semnan Branch)

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Abstract

Knowledge process is created for information circulation and it's transfer between individuals who have assembled together with common characteristics, and knowledge management ,regardless social capital concept ,will lose own effectiveness. As this process will not be produced except with the members trust together, the good group relations and reciprocal co-operation feeling.

This article examines and studies the social capital and knowledge management relationship between employees at three dimensions: individual, group and management at one university unit. Research information and data have been collected by using questionnaire. Research findings indicate that there is a close relation between social capital and knowledge at this university unit. Findings indicate that social capital has a direct and positive effect on process, individuals group and management dimensions, and knowledge management. It is worthy to mention at this article we have attempted to explain social knowledge management concept correctly, too and to provide a pattern for its better understanding.

Keywords: *knowledge management, social capital, social software, social knowledge management.*

1. Introduction

Creating the new knowledge and innovation is from the most important university functions. For attaining to this purpose, it is necessary to make coordination between management, external and internal resources (intellectual capitals and information). For this reason, universities as knowledge spreading and creating centers need to execute knowledge management , more than any other organization .In general ,knowledge management at high teaching as knowledge power releasing process and the profiting tool from this

valuable capital among scholars and scientific body members has been proposed. At knowledge management, thought, knowledge- concentrative and people- concentrative is replaced by capital- concentrative and knowledge and experience sharing is its principle axis (Holdt, 2007). Generally, wisdom owners and science desirous persons from university society, which all of them have degrees of knowledge and are interested in its growth. Preparing a proper bed and planning the favorable remedies can determine many of these individuals to acquire more knowledge or to transfer own knowledge to others and pursue more knowledge sharing and the better profiting from it. First decade of 21st century has been entitled knowledge management decade. Advantages of applying knowledge management include increasing organizational learning, intellectual capitals modern management, increasing functions (Demarest,1997).In the other hand, social capital is the basis for explaining and describing the communications among individuals and organizations(Adler and Krwon,2002). At the relation field between knowledge management and social capital ,many researches have been conducted (Herriot,etal,2002),(Tymon&Stump,2003), (Sheng,2005),(Haysman,2006),(holdt,2007),(Adam&Urquhart,2009),(He,etal,2009),(Rezgui,etal2010),which each of them has attempted to examine this topic from an angle such as Sherif and others(2006) at own research at multi-nation firms indicated that knowledge management system has a positive effect on organization ability at building own social capital, and also on social capital at providing enforcement and transferring the knowledge (Sherif et al, 2006). He and others (2009) by studying Chinese business indicate the social relations importance at executing the knowledge management system (He et al, 2009). Tseng and Kuo (2010) have attempted to examine the effect of social capital and sociology factors on knowledge sharing and indicate that these factors cause to enhance understanding about knowledge management process (Tseng& Kuo, 2010). At this article by providing definitions about knowledge management and social capital, we are attempting to examine the relationship between these examine the new word: social knowledge management that has been proposed recently and at end we present an analytic model about knowledge management and social capital relationship and their common section, that is social knowledge management .

2- Literature Review

2-1- Knowledge Management

Organizational knowledge is what the organization individuals know about organization processes, products, services, customers, market and competitors. Civi(2002)recognizes the human force as the most principle factor at knowledge management(Civi,2002).At the other place knowledge is the same subjective face of ideas, facts, concepts, data and recorded techniques at human memory(Mirzabeigi,1384).The first time, in 1986,Carl Wiig at own book mentioned from knowledge management. But before him, Piter Draker, Tafler and others had also tacitly given glad tidings about this phenomenon appearance (Wiig, 1997). There are many definitions from knowledge management at various articles, which recognize the knowledge management as process that help to organizations specify, select. organize, spread(distribute)and transfer important expert knowledge and information, which are a part of organizational memory and are often available as unstructured face of organization (Turban,Melean,2002).At the other definition ,knowledge management refers to processes set, which at their result, knowledge is acquired, stored and used, and the purpose of it is profiting from intellectual properties for increasing the profitability, creating the new values and enhancing competitive capacity. With globalization process and internet effect, many organizations have geographically been scattered and

are manufactured as false teams. Also, by increasing documents and records counts, which are available at web-based air; many problems have been existed at the knowledge management field, which are manifested at domains such as information searching, information extracting, information storing and own information availability(Hammer,Stanton,1994).Knowledge management is manufactured trend, that makes *Question* for knowledge specifying, assessing, organizing, storing and applying for meeting organizations needs and goals(Davenport, De Long,Beers,1998).Knowledge management forms the interaction pattern patterns among technologies , techniques, and individuals For example, information technology, correctly take action regarding information complying, storing and spreading; but is disable at its interpreting (Bhatt, 1998). At a division, we can divide the knowledge into tactic knowledge and explicit knowledge. Also, at the knowledge sharing, four kinds of knowledge, have axial function, that are professional knowledge, coordinating knowledge, object-based knowledge and technical knowledge (Holdt, 2007).Knowledge management is doing proper works instead of property doing the works. Knowledge management stresses on effectiveness not efficacy; because efficacy without effectiveness leads to organization defeat, and at long term, an organization which understand next proper work and beforehand be ready to mount on next tide is successful (Malhotra,2003).According to seeman and colleagues, knowledge management is intellectually designing the processes, tools, structure and so on, intending to increase the participation new-building or to improve using the knowledge, which at each of three elements of intellectual capital that is structural, human and social capital are appeared.

2-2-Social Capital

Social capital term, before 1916, was posed at an article by Hani Fun from western Virginia University. But, first time was applied at the classic work by Jin Jacob(Death and life of American great cities ,1961).Jacob had explained that the compact social webs at civil mixed and suburb surroundings, form a face of social capital and relation with conserving the cleanness, non-existence the street crime and felony and other decisions about improving the life quality, in comparison with formal structure factors such as police protective force and disciplinary forces, indicate more responsibility ,automatically. Social capital is not a single object. But it is the kinds of various objects which have two common properties. Firstly, all of them include an aspect of one social structure and secondly, they accelerate the determined actions of individuals who are inside the structure. Social capital, like other capital forms is productive and it makes possible to attain the determined goals which will not be attainable without it; social capital, like physical capital and human capital is not completely exchangeable. But relative to the special activities, it is exchangeable. A certain form of social capital which is valuable at accelerating the certain actions; It is possible to be useless or even injurious. Social capital is nor at individuals neither at physical production tools (Colman,1377).Social capital has variously been defined, one of the pose definitions is that social capital is norms set available at social systems that causes to enhance the society members cooperation level and causes to decrease communication and exchanges costs level(Focoyama,1999). Woolsack introduces social capital as extended term which includes norms and webs that accelerates accumulative actions for profiting from its great advantages(Stemsonet al,2003).Social capital is as two faces: interpersonal and interorganizational. Personal social capital is created at the relation webs among persons. While organizational social capital is arised from the relation webs among organizations (Alvani; Nateq, Farahi, 1386). Creating and using social capital need to behavior and point of view change. A small classification from importance of important leaders' competences at structure, nature and method of employing social capital has been provided: (Me Callum & O'connel, 2009).

- Ability for determining tactic knowledge needed

- Assessing tactic abilities
- Overall and inner trust capacity
- Forming (establishing) outer communication
- Collecting resource capital from outer communication

3-2- Social Software

This term has employed at various concepts, that their ends have not been the teaching social software concept as: tools which are depended to web, encourage and support persons for learning together, till conserve the separate control at time length, place, their personality, activities, characteristics and communication (Anderson, 2005). Among social software technologies, which are employed at around of world, can refer to weblogs, Wikipedia, Rdf site summary needs and social book marking. Anderson describes the potentials factor at social software as overlay networks. Teaching social software can more effectively be applied for creating a kind of overlay networks for accelerating and helping at more formal organizational network such as supporting the students, libraries, teaching fees, endorsements and other formalized services (Anderson, 2005). Numerous social softwares appearance by reliable firms has opened a new way. One of the reliable firms at this field is IBM that by establishing a center named center for social software has taken a great step for producing the social software. This firm by establishing a network named Beehive has tried to provide a social network to be in the employ of his employees, to provide a close interactional relation together and to his colleagues. Increasing usage by persons around the world for exchanging the information and establishing the parallel relation together inside environments such as Chat Room and Face Book is a goal that IBM for establishing Beehive is similarly at way to reach it. 'This site provides a condition by which persons can take steps and appear their achievements and connect with persons with whom have the common interests', says Criff, manager of IBM social software center. 'When you are following social net-making, this work changes the participation face at business', says Michael Dortch, the elder analyst at Aberdeen group (Kmworl, 2009).

2-4-Social knowledge Management

If one can define the social knowledge as a way for the working manner at the various knowledge situations among persons at different reliance and relational structures and deep conversations and creative contacts (Barben, 2005), one can consider social knowledge management as applying various managerial techniques regarding social knowledge among persons by taking into account the reliance radius and special communications among them or even among institutes, considering reciprocal communication (Barben, 2005). Increasingly, the organizational topic how to create alliance or investing at knowledge and information structure among social ways relative to their availability is on a special basis (Gerther, wolfe, 2002). Social capital and knowledge for economical work-creating at future have a great necessity. Existence of social capital at direction to skill and techniques exchange and learning causes to increase knowledge process among firms at different societies, and decrease risk for exiting vital information from organization for profiting by rivals. At effect, these are societies that cause to connect social capital and knowledge, and these are knowledges flows that are the best and speedest (Brown and Duid, 1998) and this is social capital that supports the knowledge flows at society (George and Gelauff, 2003).

The below model states the knowledge process and social capital relationship, from which one can receive follow result (Figure.1)

1. Compound of social capital and knowledge management for forming a concept named social knowledge management
2. Particles forming knowledge storage and factors involved at their forming
3. Particles forming social capital
4. Effect of each one of knowledge and social capital factors on another



Figure1- knowledge management process and social capital relationship (Trimagie, 2009)

5-2-knowledge management and social capital relationship analysis with trend for dynamic system modeling

For the better understanding the social capital and knowledge management, follow analytic model with trend of dynamic system modeling is presented. At issues which are examined with dynamic system modeling trend, the cause and effect rings specify the dynamic relations available at the issue. In this place, the cause and effect rings have been presented as a conceptual model frame (Figure2) and since the feedback rings are completely obvious and comprehensible at this model, it is sufficient to explain, briefly the relations available at the rings, only.

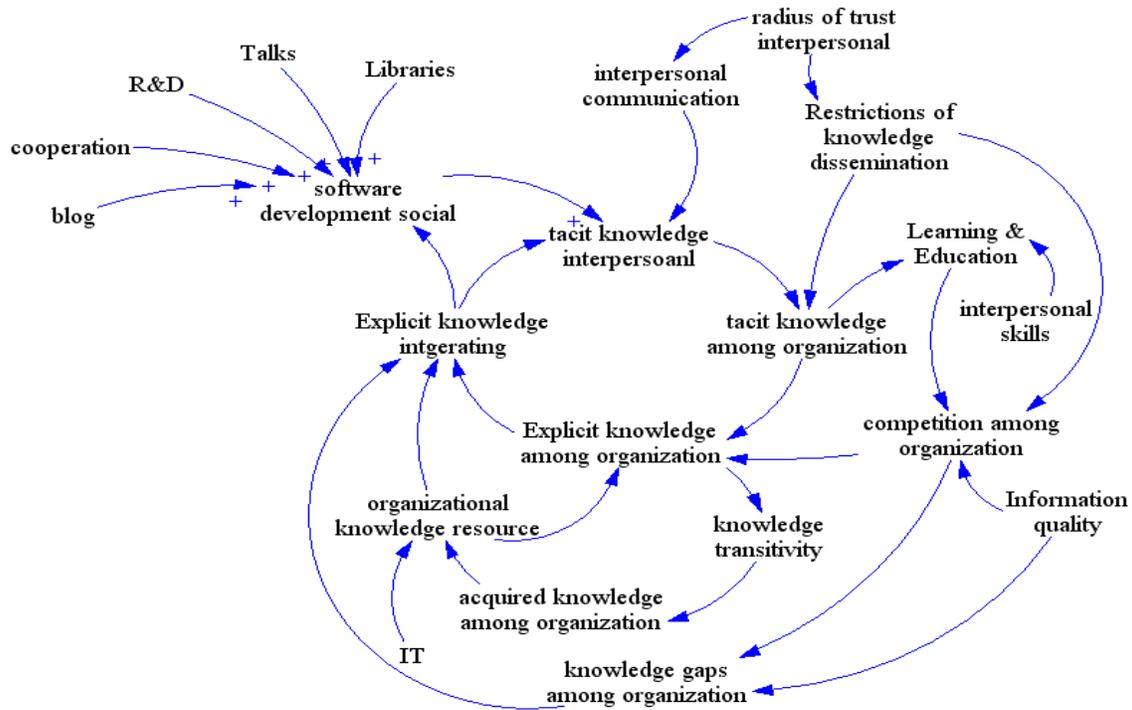


Figure2-Cause and effect rings at social capital and knowledge management relationship.

At above dynamic analytic model (Figure2), relationship between two dimensions of social capital which are the interpersonal and interorganizational dimensions and two dimensions of knowledge management, that is tactic knowledge and explicit knowledge has obviously been stated. More using from libraries and research centers, availability to web: universal networks and updating the weblogs and sites information and also reciprocal persons understanding at assisting together, will provide the increasing field for extending social softwares. By extending such softwares. Tactic knowledge develops among persons, following it, tactic knowledge of interorganizational develops. At the result of such consequent, interorganization tactic knowledge develops and the result of such ring will be increasing cumulative knowledge among persons and organizations. One of social capital dimensions, which is in fact the most important principle at its forming, is reliance radius. More reliance radius among persons, more communication among persons, more tactic knowledge among them. Also, by developing the reliance radius among persons, knowledge distribution limitations decrease. Other dimensions description of model structure has been shown in the figure.

3. Methodology and Data Collection

The purpose of the present research-investigation article is examining knowledge management dimensions and social capital relationship among Islamic Azad university employees of Semnan branch. Therefore, the follow assumptions were posed.

- **Principle assumption (the first assumption):** There is a meaningful relation between social capital and knowledge management process among Islamic Azad University employees of Semnan Branch.
- **Second assumption:** There is a meaningful relation between social capital and knowledge management personal dimensions among Islamic Azad University employees of Semnan Branch.

- **Third assumption:** There is a meaningful relation between social capital and knowledge management group dimensions among Islamic Azad university of Semnan branch.
- **Fourth assumption:** There is a meaningful relation between social capital and knowledge management management dimensions among Islamic Azad university employees of Semnan branch.

At this article, for reason of being small the statistical society, total census society which are 106 persons from this university branch employees, were studied and were distributed the questionnaire with 25 questions that 5 questions are at social capital field, 5 questions are at knowledge management process field, 5 questions at knowledge management personal; dimensions field, 5 questions at knowledge management group dimensions field, and 5 questions at knowledge management managerial dimensions field.

In regard to respondents sexuality, among them, 82 persons are men and 24 persons are women, Also, in regard to educations, among them, 7 persons are masters, 51 persons are bachelor, 9 persons are associates and 12 persons are less than diploma.

For performing the results assessment, we have used descriptive statistics and deductive statistics such as Pearson correlation coefficient and also SPSS software. Present research reliability will be effect of 3 persons from elite university professors and above research validity will be by Cronbach % 782 Alpha coefficients.

Table 1- Cronbach Alpha

		volume	%
Sample	Valid	106	100.0
	Excluded	0	0.0
	total	106	100.0
Reliability Statistics			
Cronbach Alpha		Number of questions	
0.782		25	

4. Data Analysis

Regarding to questionnaire distribution among 106 persons from this university unit employees both formal and informal and by applying SPSS software, results attained from questionnaire assessment have been indicated at follow tables. By using Pearson correlation coefficient, neural correlation value was calculated and this coefficient significance at a significant level $\alpha=0$ by test $t = \frac{r - P_0}{s_0}$ was calculated,

then follow statistical assumptions were examined.

$$\left\{ \begin{array}{l} H_0: p=0 \\ H_1: p \neq 0 \end{array} \right. \quad \text{there is a significant correlation}$$

Person correlation coefficient indicates the relation intensity (r) and also indicates the relation kind (direct or reversed) and is computed by follow formula (Momeni, 1387)

$$r = \frac{\sum x_1 y_1 - n\bar{x}\bar{y}}{\sqrt{(\sum x_1^2 - n\bar{x}^2)(\sum y_1^2 - n\bar{y}^2)}}$$

First Assumption

Correlation test results relating to the first assumption have been shown in the follow table (table 2).

Table 2- first assumption correlation test results

Correlations			
		Knowledge management process	Social capital
Knowledge management process	Pearson correlation coefficient	1	0.62
	Significant test level		0.000
	Sample volume	106	106
Social capital	Pearson correlation coefficient	0.62	1
	Significant test level	0.000	
	Sample volume	106	106

As SPSS software results show, which presented in table 1, $r=0.62$ and Significant level attained equals 0.000, that is smaller than 0.05. So at a significant level, 0.05 assumption H_0 is rejected and H_1 assumption as accepted, that is, there is a significant correlation between social capital and knowledge management process.

Second Assumption

Correlation test results relating to the second assumption have been provided in below table (table 3).

Table 3- second assumption correlation test results

Correlations			
		Knowledge management personal dimension	Special capital
personal dimension of Knowledge management	Pearson correlation coefficient	1	0.54
	Significant test level		0.000
	Sample volume	106	106
Special capital	Pearson correlation coefficient	0.54	1
	Significant test level	0.000	
	Sample volume	106	106

According to the table 2 contents, $r = 0.54$, and a significant level attained equals 0.000 which is smaller than 0.05. So at a significant level 0.05, H_0 assumption is rejected and H_1 assumption is accepted, that is there is a significant correlation between social capital and personal dimension of Knowledge management.

Third Assumption

Correlation test results relating to the third assumption have been presented in the follow table (table 4).

Table 4 – Third assumption correlation test results

Correlations			
		group dimensions of Knowledge management	Special capital
group dimensions of Knowledge management	Pearson correlation coefficient	1	0.48
	Significant test level		0.000
	Sample volume	106	106
Special capital	Pearson correlation coefficient	0.48	1
	Significant test level	0.000	
	Sample volume	106	106

According to table 4 content, $r=0.48$, and a significant level attained equals to 0.000 that is smaller than 0.05 so, at a significant level 0.05, H_0 assumption is rejected and H_1 assumption is accepted, that is ,there is a significant correlation between social capital and group dimensions of Knowledge management.

Furth Assumption

Correlation test results relating to the Furth assumption have been presented in the follow table (table 5).

Table 5 – Furth assumption correlation test results

Correlations			
		managerial dimensions of Knowledge management	Special capital
managerial dimensions of Knowledge management	Pearson correlation coefficient	1	0.53
	Significant test level		0.000
	Sample volume	106	106
Special capital	Pearson correlation coefficient	0.53	1
	Significant test level	0.000	
	Sample volume	106	106

According to table 5 content, $r=0.53$, and a significant level attained equals to 0.000 that is smaller than 0.05 so, at a significant level 0.05, H_0 assumption is rejected and H_1 assumption is accepted, that is ,there is a significant correlation between social capital and managerial dimensions of Knowledge management.

5. Presenting the analytical model

The results attained from examining the assumptions indicate that there is a close relationship between social capital and knowledge management. Research findings show that existent social capital has a just effect on knowledge management. As indicated in results, lack of social capital will destroy other capitals effectiveness at an organization (specially at one university branch) and will also destroy knowledge management dimensions effectiveness all persons who are effective at information and knowledge transferring process, whether at personal level or group level or managers level, endorse the importance of reciprocal cooperation reliance and group relations and organize the knowledge management effectiveness on basis of social capital existence effectiveness at organization. This research work findings are completely concordant with studying conducted by thoughtful men such as Alder and Kwon (2002) based on relationship between social capital and knowledge transferring, Kogat (2004) regarding to reciprocal effect and relationship of social capital with people and applying the knowledge (Hunt and Coken 1999) and be also Hafman's studying (2005) based on relationship between social capital and knowledge management (Nemati and Jamshidi, 1386). Follow presented model indicates the significant relationship between knowledge and social capital, which the common section of these two has created the social knowledge (Figure 3).

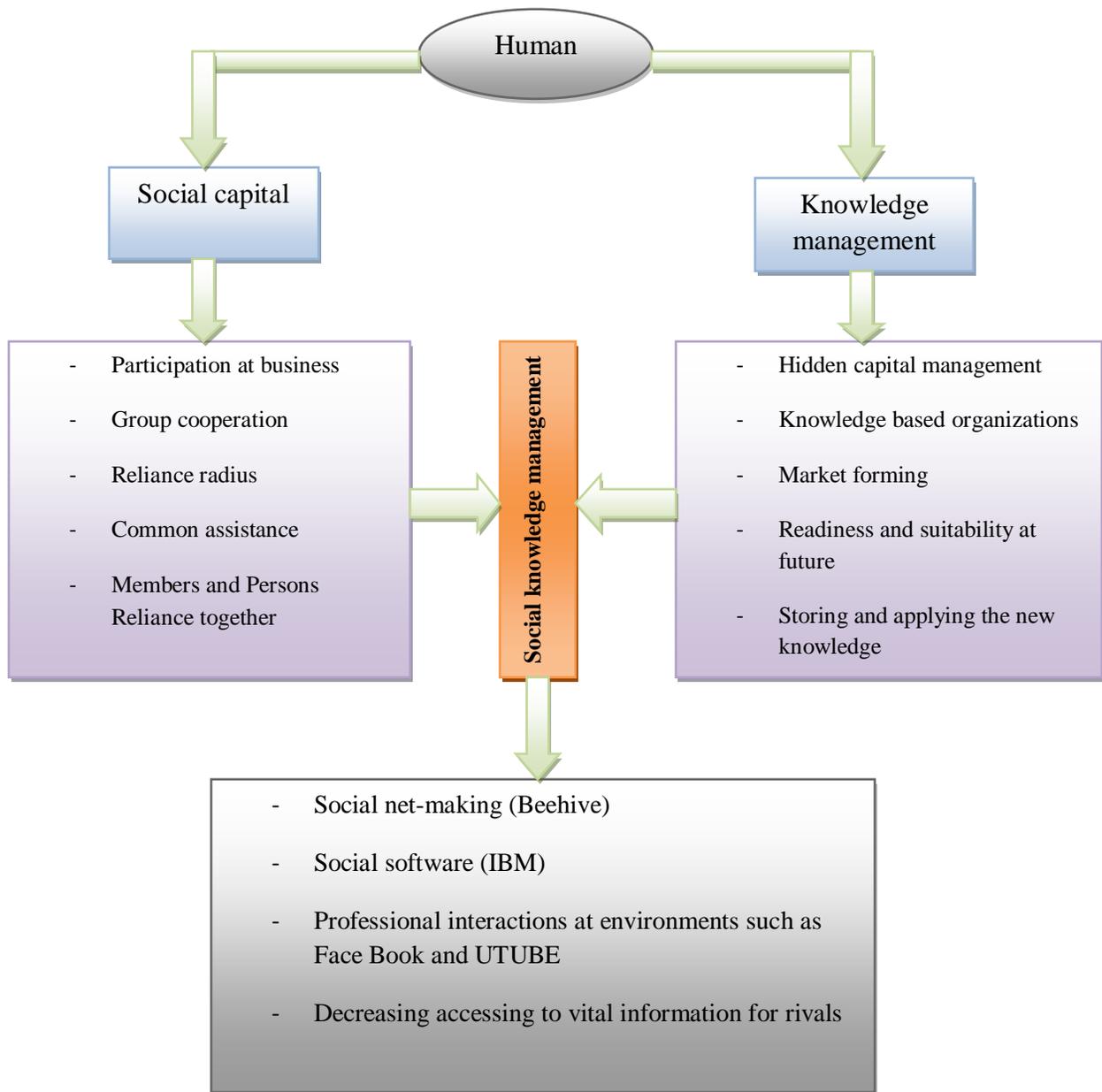


Figure 3- Analytic model of knowledge management and social capital relationship

The presented model clearly indicates human and knowledge relationship and vital human role. In fact, we should state, if we pay special attention to knowledge core; that, we find that without human, knowledge will lose its real meaning. These are persons who pay the main role at knowledge providing, recovering storing, distributing and also it’s applying at different fields. On the other hand, human have also a direct relationship with social capital. These are just persons who establish a parallel relation together inside or

outside of an organization and/or at a society, establish social interactions of different people levels around the world and exchange information. So, these are persons are main constituent of an important issue as social capital. One of knowledge management purposes is the hidden capitals management. This is knowledge management which has caused to form knowledge-based organizations, to form new-appeared markets, competition readiness for future storing and applying the new knowledge. On the other hand, paying attention to social capital has also importance. Universal networks appearance and extended interactions around the world and establishing the friendly relations among countries inside and outside of the boundaries is an impossible affaire without establishing the social interactions. This is social capital that without it, knowledge loses its special meaning. With this process, one can recognize social capital as knowledge management heart. Social capital which has been caused to form good interactions among persons and groups and organizations, to participate at business, to establish close communication at marketing fields and also to exchange information among persons at a society; To dismounting strategies, programs and processes at an organization such as university, involves a leader existence at knowledge management. This is a thinking-alike and cooperation of all of different groups' managers. What causes to form creativeness and innovation at an organization, existence of inner organizational culture that is acquired only by members' participation? This is one of knowledge management dimensions at an area as university. To emerging new knowledge and their applying, we should enjoy from experts together, discussion sessions and dialogue in presence or non-presence and cumulative seminars.

6. Conclusion

To developing knowledge management and it's reinforcement at different parts of an organization such as university, one should acquire experience from others successes at management and non-management fields. We can take pattern from them by close interaction and by establishing friendly relations with other organizations, and then try to compare. Also, by members' participation, we can access to this important affaire to transfer effectively and speedy knowledge at all of organization levels. All of these suggest the close relation between knowledge management and social capital as two inseparable elements.

At common interaction of these two issues together and in fact at their common point, we will research to an important issue, which is termed social knowledge management .Information exchange among persons by telephone, among professors and students by a mean named E-mail at an organization as university and also on selecting the lessons by a software network due to internet existence, establishing the formal meeting among managers for improving the plans and among students for exchanging the opinions and thinking-alike and assisting together, establishing the teaching courses, and...all of them are indicative of existent hidden capitals termed knowledge and it's management at different fields with group common assistance(existent social capital). At the end, we should pay attention to this point that social tools, place a powerful common knowledge at own users hands to be able to profit from others experiences and technologies together.

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