



Survey on the Role of Knowledge Management on the Quality of working Life, Case Study: Islamic Azad University, Iran, Pars Abad Branch

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Abstract

This study investigated factors affecting the deployment of knowledge management and relationship between knowledge management and the quality of work life. The study sample consisted of employees of the University of Pars Abad which are 67 persons. In this study for the reliability and adequacy the entire sample were examined. Data gathering tool is library studies and field studies. In order to collect data from field studies of the quality of working life questionnaire and a review of factors affecting knowledge management questionnaire was used (Chang Hung, 2005). Validity of questionnaires were confirmed formally and its reliability was calculated by Cronbach's alpha and finally 0.803 was calculated for quality of working life questionnaire and 0.932 was calculated for the factors affecting knowledge management questionnaire. In this study to test the research hypothesis and Spearman correlation coefficient were used. The data were analyzed by the SPSS 18 software. The results showed: all the factors affecting the implementation of knowledge management include: Senior management commitment and leadership, employee involvement, staff training, empowering employees, infrastructure, information systems, performance measurement and benchmarking, organizational culture, the valuable teamwork and quality of work life in Pars Abad Branch employees have has a significant relation and a positive correlation with the quality of work life.

Keywords: Knowledge management, quality of work life, model, corporate culture, knowledge structure.

Introduction

Following the effort that the Hawthorne Studies and after him was given, in recent decades, complicated problems of the human factor in an organization based on the quality of work life is considered which deals on the actual conditions associated with the job and work environment of an organization. Programs to improve the quality of work life, including any corporate culture that is responsible for growth and excellence in organization¹. Quality of work life is a process that by it all members of the organization somehow interferes with participation and job satisfaction through open communication channels that are appropriate for this purpose is made which usually influence the decisions on the job and the personal environment, and thus they have more cooperation and more job satisfaction and work-related stress is reduced. In fact, the quality of work life shows organizational culture and management style which employees based on their sense of ownership, self-esteem.

Quality of work life and the quality of life dependent in two mutually way and non-separation, is one of the main sources that itself eventually is mixture of science, art, wisdom, knowledge and common sense. This concept spent a long time

of evolution of the primitive, barbaric age, Stone Age, Iron Age, space age, Scientist age and through communication and information with speed of light and more accuracy and natural and artificial intelligence in man-made using genetic and environmental change in the form of the momentum change of a substantial in all subjects with regard to the Fuzzy Logic achieved by the Democratic leaders and organizational managers and leaders, artists and scientists with philosophical and spiritual thought and are formed with the dimensions of creativity and imagination in entrepreneurship, imagination and visualization. Its fruit is quality of life in the light of work life which are two basic and crucial elements for each other². Dolan and Schurer about the impact of quality of work life on reducing stress and burnout alleged that given the emphasis on the quality of work life means emphasis on ways that change the organization to reach conclusions that job satisfaction and productivity, increase employee productivity, involvement in their operation, and decrease psychological stress, reduce turnover and absenteeism. It seems likely that all the goals can be simultaneously achieved³. Fyop believes, the process of improving the quality of work life program is a process by which all members of the communication channels has been created through virtual open and relevant communication path for this purpose and effect their decision-making particularly in

their jobs and generally the environment and their relationship, therefore, their participation and satisfaction of doing it increase, and their mental stress and job burnout decrease as a factor which can improve the quality of work life of employees⁴. Concurrent with the development and enhancement factors affecting organization processes and the quality of work life of employees, it is of great importance to pay attention to the variety of factors that affect the quality of work life, therefore, this study examines the role of knowledge management practices on the quality of work life at the University of Pars Abad to understand the relationship between influencing factors of knowledge management practices, identify the most important factors in line with what the organization has attempted to institutionalize more and emphasize on it more and more and at the same time identify and implement a model of knowledge management in Islamic Azad University Pars Abad Branch so quality of work life of employees can increase the upper limit in this academic unit.

Theoretical Research

Naturally, according to the definition provided in every community in every region of the country, particularly areas of our country that has diverse subcultures imagery of life and work, so indicators measuring the quality of work life will be different⁵. The definition of quality of life work is an imagination of a person and particularly his attitude about quality of work life. In other words, quality of work life for each person or group of people with special culture and their attitude is reflected a particular concept. In a general definition, it can be said that quality of life means something to think of and understand employees' perceptions of the physical and mental desirability of his work². In other word, the definition of quality of work life is its ability to satisfy the private needs of employees using the experience gained in the organization. In this definition has been emphasized on the environment that is conducive to satisfying those needs². At the same time, the quality of work life can be defined in two ways: The objective definition is the quality of work life the collection of actual conditions in an organization such as salaries and benefits, facilities, health and safety, participation in decision making, people democratic, administration, and the rich diversity of businesses and etc⁶. In many cases, the quality of work life has been changed totally that legislation to protect workers' rights, freedom of thought, and freedom of expression, fair process, to satisfy needs equally². The quality of work life can be defined in two concepts: i. The objective description is to define the quality of work life include: set of real conditions and the working environment in an organization, such as salaries and benefits, facilities, health and safety, participation in decision making, democratic supervision, diversity and richness occupations and etc⁷. ii. The subjective description quality of work life is: attitudes and perceived quality of life of people in particular. In other words, the quality of life for each individual or group of individuals with similar attitudes and culture has its own characteristics⁸. Scientists and theorists of organizational

development theory have different concepts of quality of work life: 1. Quality of work life is the result of job satisfaction and mental health in staff⁹. Approach to the definition of work life and personal reflections, work experience and how to improve in line with the priority needs of the individual have a high priority. In terms of quality of work life and responses of individual employee basic items is important to study, such as: i. adequate and proper payment; ii. Safe and healthy environment; iii. human capacity development; And iv. development and security. Richard Walton is the first and famous person which classified improved quality of work life program to the eight categories. His eight-story classification as a framework has been marked for analyzing the quality of work life and he believes that the expectations of the program include improved morale and the efficiency and effectiveness of staff¹⁰. Walton classified include: adequate and fair wages, safe and healthy working conditions, opportunity for immediate application and development of human potential, security and opportunities for continued growth in the future, social cohesion in the organization of work, work and career social life¹⁰. Also, about quality of work life it can be said that the world has come to this conclusion after years of experience that if a country wants to be a leader in the economy and remain competitive, it is important to has resourceful, professional, skilled, motivated, innovative and creative HR. If you fail to pay welfare and workforce needs, and cannot performance a democracy worthy of the justice system is based on assessment in organizations, we could not hope to increase productivity. The quality of working life term frequently used in the workplace as an indicator of is the quality of the human experience. Managers are increasingly expected to establish productivity of the organization. The quality of work life definition indicating the importance of the quality of work life and personal respect for people and the environment⁷. Attention to the quality of work life can be a reflection of how important it is for everyone who believes. Such that a large number of employees working very sad and seek meaningful work. Employees request changes in their economic and non-economic activity. The importance of non-economic rewards in regard economic rewards is also increased, especially in the educated staff. It seems to be a strong need to improve the quality of life for many employees. Experts believe that part of the slowdown of productivity and reduction in product quality in some countries is due to lack of work life and changes in interest and preference of employees emerged and staffs are requested to be more monitoring and seeking. When employees are treated with respect, and feel safe and they have the opportunity to express their thoughts and freedom of speech, thought and the rise of democracy and staff contribute in decision-making and they show a good and proper response².

Knowledge Management

One of the most important factors for success in competitive conditions and the information age is knowledge management. The importance of this issue is to the extent that today a number of organizations are measuring their existing knowledge and

they are reflected intellectual capital as well as an indicator of the degree scheme in their report¹¹. These institutions, organizational knowledge management establishment, know necessary as part of the strategy¹². Knowledge management is as an essential component in the success of the organization, including innovation, strategic, economic, and behavioral management¹³. Knowledge management is an emerging field of interdisciplinary and which is based on the field of organizational psychology, booking and information science, computer science and economics. This field contains organizational goals and also such knowledge about products, customers, competitors and processes of dissemination of knowledge to people in the organization. In addition, knowledge seeking support for the creation groups and use of knowledge¹⁴.

The process of knowledge management is known as presentation, distribution and application of knowledge. Relying on these activities, organizations can learn, responds or retrain which usually are required for create, maintain, restoration and development of the core capabilities of organizations¹⁵. Many definitions of knowledge management have been presented but there is not anonymous agreement about a definition. For example Estamps is defined provide knowledge management in the required time and space and for a person in need¹⁶.

Organization for Economic Cooperation and Development is defined knowledge management as a series of activities for the creation, acquisition, distribution and promotion of knowledge sharing investment knowledge within the organization¹⁷. In the official definition, knowledge management is the process to facilitate and enterprise information needed to make enterprise information needed to create awareness and understanding of organizational activities and can have benefits such as: reduce costs, improve work flow, increase sales and build market share through innovation of competitors out of competitive environment. Some of the organizations are limited their knowledge to the scope of internal and in fact, focusing on the knowledge management efforts within organizational boundaries is one of the major factor in the failure of organization. There are different perspectives on knowledge management: in the individual perspectives on research and practice focus is on the individual while in the organizational perspectives focusing on the organization's corporate vision. Some people believe that because science is a human tendency, so it is not possible unless the person himself. The best term for knowledge management from the perspective of these people is to focus on looking at the world from the perspective of knowledge. For these people knowledge management means to create the value of tangible assets¹⁸. A simple definition of knowledge management is: motivating people to share their knowledge with others¹⁹. Comprehensive and more acceptable definition of knowledge management is provided by Petrish that is: knowledge management is to obtain right knowledge for proper people at the right time and the right place, so that they can gain access to the organization's goals, the best use of the knowledge²⁰.

The Background Investigation

Quality of Work Life: i. Mohammadi in 1387 did a study of the relationship between organizational health and quality of life in middle school Kurdistan. The results were as follows: Between two variables, quality of work life and organizational health, there is a direct correlation between them. Also among components of quality of work life, providing opportunities for growth factors and components integration have the most impact on organizational health. ii. Pardakhtchi, Ahmadi and Aezomandi did a research examined the relationship between quality of work life and job burnout in Takestan city managers and school teachers. The purpose of this study was to investigate the relationship between quality of life and burnout among teachers and administrators in Takestan city. The research method was descriptive correlation. The estimated sample size was 270. Data analysis methods were Pearson correlation coefficient, multivariate regression and for analyzing of variance, Scheffe and independent T-test were used. The results showed there was a significant inverse relationship between the quality of work life and burnout in teachers and administrators and as well as among the components of the quality of work life variables such as fair pay, social relevance, and overall living space had the most influence on the development of burnout. iii. Hosseini Farjam in a research titled compare the quality of work life in Hamedan Teachers have found that the teachers have a good quality of work life. Among the six components, participation in good condition going faster than any other components and consent of the rights and benefits of was the last effective factor. iv. Fardipour did a research titled Effect of Quality of Work Life of accounting departments in nineteen districts of Tehran Research Council of Education. In this study, the most satisfying factor among component of quality of work life was job opportunity and the less was fringe benefits. v. Ghasemi, Rashmeh and Memari did a research titled relationship between aspects of knowledge management with quality of work life of Islamic Azad University faculty in Region 8. The aim of study was investigating the relationship of knowledge management and quality of work life in member of Islamic Azad University Faculty region 8. Sample size was 379 people using Morgan table. Results of chi-square test and Pearson correlation coefficient showed a significance relation with 0.01 levels between knowledge management and quality of work life of Islamic Azad University faculty District 8. vi. Gllian Considine and Ron Callus in a research have developed indicators of quality of work life to help define the work in the Australian economy. The results are shown more than 70% of the general staff had a positive attitude to five of fifteen indicators about quality of work life. These five indexes are including occupational health and work safety standards (78%), behavior management (77%), method - group work (76%), job security (74%) and lack of sexual harassment and discrimination (87%) and ten other indicators are evaluated as the most important issues affecting the quality of work life. Indicators such as work-life balance, career, job stress, meaningful and fun work

were the matters most Australian workers are unhappy with the condition. To answer the second research question based on the results of reports, scientists have reported that employee satisfaction can be reached by improving relation between employees in the workplace. Also, through providing such amazing and challenging job can improve the quality of work life. These results suggest that in the very heavy responsibility of human resource managers and essential role in the implementation of the program improve their quality of work life.

Knowledge Management: i. A study done by Ghanimat and colleagues in 1391. This study investigated factors affecting the deployment of knowledge management and defines relationship between knowledge management practices and job satisfaction. The study sample consisted of 67 employees of the University of Pars Abad. 60 people selected from the intended population base on Morgan for more ensure. To test the hypothesis Pierson and Spearman correlation coefficient were used. The results showed: There is a significant relation among the factors influencing knowledge management, leadership and top management commitment, employee involvement, employee training, employee empowerment, infrastructure, information systems, performance measurement and benchmarking job satisfaction of the University of Pars Abad. There is not significant relation between the organizational culture, valuable

teamwork and structure of knowledge. ii. Another study in 2003 by Asghar Moshbeki and Azim Zarei was done titled knowledge management with a focus on innovation. In this paper, the efficiency and effectiveness of knowledge base was discussed in addition with split into categories such as knowledge, evaluation and selection of removal work, strategic vulnerability and risk analysis, balance between organization implicit and explicit knowledge to enhance organizational knowledge management. iii. Another study titled knowledge management: a tool for libraries management was done by Mehri Parirokh. This article is investigated on current developments in libraries job and widespread use of new technologies and challenge confront with librarian from the perspective of management and using knowledge of change to manage the libraries is the primary focus of this paper. iv. A research in 2012 was done by Mahdavi titled the relationship between knowledge management maturity and innovation and quality of services in Maskan Bank in the city of Urmia. The purpose of this paper is to examine the levels of management maturity and the relationship between knowledge and innovation management maturity and quality of services and the relationship between innovation and service quality. Methods of data analysis in this paper, is correlation and regression testing. Statistics samples in this research was Maskan Bank is the city of Urmia. Results show significant positive correlation between knowledge and innovation management maturity and quality of service.

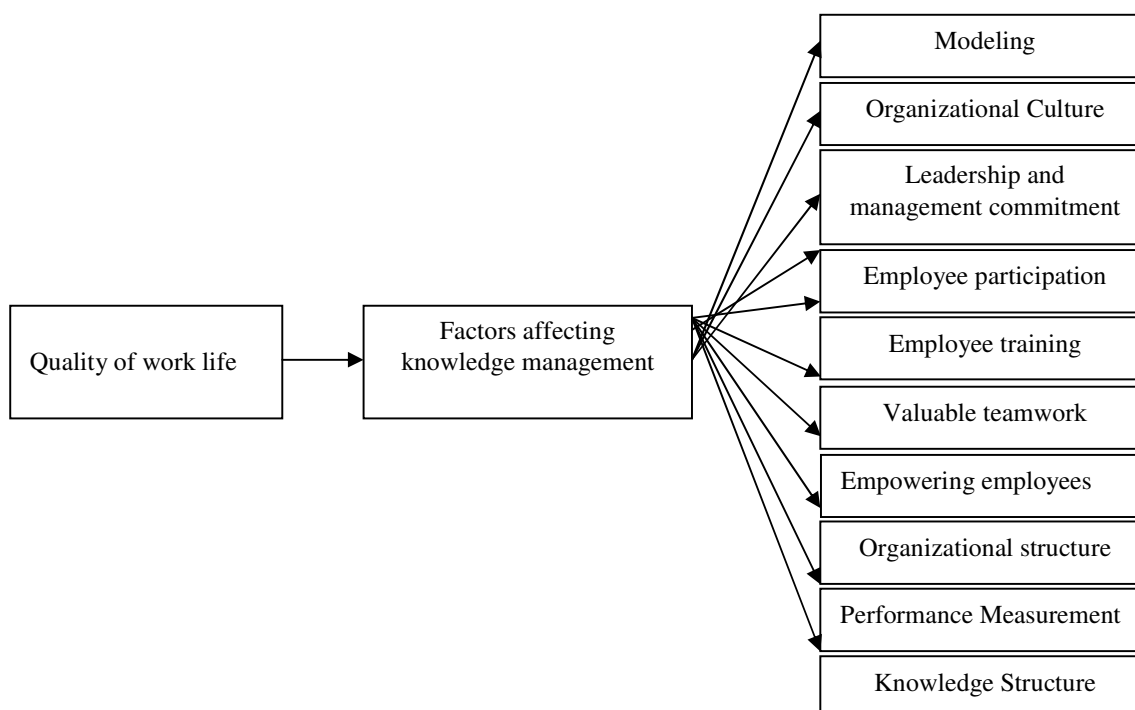


Figure-1
Research Conceptual Model

Methodology

Methods of Research: This paper use description types of survey for data gathering and the nature and purpose of research is applied¹⁶. Two methods of data collection are used one field research and other library researches. One of the common tools for research is questionnaire. Questionnaire is a series of statements which person answer replies it with consideration. These answers are the required data for research²¹. Questionnaire of the quality of work life and questionnaire of effective factors on knowledge management is used for achieving data. Validity is taken of word "Valid" which means lawful and proper²². For assessing the validity, formal validity is used. In this case, the instrument measures were given to the number of teachers and then asked that they express their idea about the questionnaire and after collecting the opinions expressed by teachers, modification of some questions, it was concluded that the questionnaire has high validity. Validity or reliability of tools, the reliability and consistency of the measurement is shown a concept and it is useful for assessing the fit²³. The instrument's ability to maintain its stability over time despite uncontrolled conditions and test status of the respondents confirm stability and low variability. This is because measuring result at any time is stable²⁴. In this study, Cronbach's alpha was used to calculate the reliability of a question and for its assessment of the final number of individuals selected randomly, then questionnaire was given to them, the obtained data were analyzed by SPSS software that computed 0.932 for the factors effecting on the implementation of Knowledge Management questionnaire and reached 0.803 for the quality of work life questionnaire. Statistic's population is actual or hypothetical of all the members that there is a tendency to generalize the research²⁵. The statistical population of the

research was staffs of the University of Pars Abad who are 67 people. In this study because of the significance and adequacy of the research sampling was not made up and all the staffs were selected as samples.

Analysis: Reliability variables

Table-1
Cronbach's alpha test

Variables	Cronbach's alpha	Questions	Participants
Work life quality	0.803	23	68
Knowledge management	0.932	32	68

In table 1, the survey questionnaire was reviewed that has been used in this study. According to the above table, it can be said that Cronbach's alpha test results for the quality of work life questionnaire equals 0.803 and it is equal to 0.932 for inventory management. Since the alpha-test results for both questionnaire are greater than 0.7 therefore it can be said that questionnaires have high reliability.

Kolmogorov-Smirnov test and the results are shown in table 2. According to table 2 it can be said that only influencing factor on knowledge management is bench marking component because significant level of the Kolmogorov and Smirnov test is smaller than 0.05 and the distribution is non-normal. The rest of the components due to the significant level that the Kolmogorov and Smirnov test is greater than 0.05 so they are normally distributed.

Table-2
One-Sample Kolmogorov-Smirnov Test on knowledge management

		Leadership	Partnership	Education	Team work	Empowerment	Infrastructure	Performance Measurement	Benchmarking	Knowledge Structure	Quality of Work Life	Knowledge Management
N		68	68	68	68	68	68	68	68	68	68	68
Normal Parameters ^{a,b}	Mean	9.44	9.46	12.97	9.59	6.53	10.35	12.97	9.54	9.81	81.87	103.62
	Std. Deviation	3.343	2.701	3.372	2.892	1.774	2.417	3.503	2.548	2.075	11.059	20.417
Most Extreme Differences	Absolute	.125	.139	.149	.125	.164	.149	.082	.172	.104	.100	.094
	Positive	.091	.078	.082	.099	.115	.101	.061	.106	.096	.052	.065
	Negative	-.125	-.139	-.149	-.125	-.164	-.149	-.082	-.172	-.104	-.100	-.094
Kolmogorov-Smirnov Z		1.032	1.143	1.231	1.033	1.353	1.231	.676	1.419	.862	.822	.771
Asymp. Sig. (2-tailed)		.237	.146	.096	.236	.051	.097	.750	.036	.448	.509	.592

a. Test distribution is Normal. b. Calculated from data

Research Question 1: How is the condition of the factors influencing knowledge management among university staff on Pars Abad?

According to table 3, it can be said that the mean of influencing factors of knowledge management among Pars Abad university staff is 103.62. Minimum rating factors for knowledge management is 32 and maximum job satisfaction is 160. Average score for factors in knowledge management between staff is 103.62 with standard deviation of 20.417 and the coefficient of skewness is - 0.895 in the way that least score effecting on knowledge management is 37 and largest score on knowledge management is 137. Table 4 Classification Based on rank scores influencing factors of knowledge management to the staff shows that the factors influencing knowledge management of the employees is 5.9% at the low level, 20.6% is moderate, 64.7% is in high level and 8.8% is very high. So we can conclude that in Pars Abad University in terms of the implementation of knowledge management is in high level.

Research Question 2: How is the quality of work life of employees at the Pars Abad University?

According to table 5, it can be said that average score for the quality of work life of employees in Pars Abad University is equal to 81.87. Minimum score for work life questionnaire is 23 and maximum score for quality of work life is equal to 115. Average score for the quality of work life of the employees is 81.87 and 11.059 standard deviation and the coefficient of skewness is - 0.205. Minimum score of work life quality is according table 5 is 59 and the maximum score for it is 103. According to Table 6, scores ratings indicate that employees' quality of work life is in mediocre level for 13.2% and in high level for 58.8% and in very high level for 27.9%. So we can conclude that the quality of work life amongst employees in Pars Abad Branch is too high.

Table-3
Mean, standard deviation, skewness, smallest and largest data, and range of changes factors affecting knowledge management

factors influencing knowledge management	Mean	Standard deviation	Skewness	Largest data	Smallest data	range of changes	Amount
factors influencing knowledge management	103.62	20.417	- 0.895	137	37	100	67

Table-4
Range of factors affecting management in Islamic Azad University, Pars Abad branch

Range of factors influencing knowledge management	Rank No	Rank	Frequency	Percent	Validity Percent	Cumulative Percentage
Under 32	1	Very low	-	-	-	-
32 up to 64	2	Low	4	5.9	5.9	5.9
64 up to 96	3	Moderate	14	20.6	20.6	26.5
96 up to 128	4	High	44	64.7	64.7	91.2
128 up to 160	5	Very high	6	8.8	8.8	100.0
Total	68	100.0	100.0			

Table-5
Mean, standard deviation, skewness, smallest and largest data, and range of changes factors affecting staff's quality of work life

Quality of work life	Mean	Standard deviation	Skewness	Largest data	Smallest data	range of changes	Amount
Quality of work life	81.87	11.059	- 0.205	103	59	44	67

Table-6
Range of quality of life scores according ranking

Range of quality of life scores	Rank No	Rank	Frequency	Percent	Validity Percent	Cumulative Percentage
Under 32	1	Very low	-	-	-	-
32 up to 64	2	Low	-	-	-	-
64 up to 96	3	Moderate	9	13.2	13.2	13.2
96 up to 128	4	High	40	58.8	58.8	72.1
128 up to 160	5	Very high	19	27.9	27.9	100.0
Total			68	100.0	100.0	

The research hypothesis: In table 7, kind of test, significance level, the correlation coefficient, test results of hypothesis are shown. According to the significant level obtained in table 7, we can say that all the research hypotheses will be accepted with 95% confidence. Due to positive correlation coefficient in all hypotheses it can be said that there is a direct relation between the factors affecting the implementation of knowledge management and quality of working life in the staff of Pars Abad University. This mean with increasing employing each of effecting factor on knowledge management, quality of work life will increase.

Research question: Which factor has more influence the impact of knowledge management on the quality of working life of employees of Pars Abad Branch?

In order to test the research question that which of the factors influencing knowledge management has the most impact on quality of life in staff, regression testing is used. This question is for regression testing has three outputs. The first output that has been shown in table 8 that the coefficient is equal to 0.469.

Table 9 is the second regression output for the research question. Table 9 is about analysis of variance. Significant level of analysis of variance test is 0.000 and this is less than 0.05 so, it can be said that regression has managed to explain variation in the dependent variable.

Table-7
The research hypotheses test

Hypothesis	Kind of test	Significance level	Correlation coefficient	Result
There is a significant relationship between organizational culture and quality of work life.	Pearson	0.017	0.289*	Accepted
There is a significant relationship between leadership and senior management commitment and quality of work life.	Pearson	0.000	0.434**	Accepted
There is a significant relationship between employee participation and quality of work life.	Pearson	0.000	0.453**	Accepted
There is a significant relationship between the teaching staff and the quality of working life.	Pearson	0.000	0.558**	Accepted
There is a significant relationship between quality of work life and worthwhile teamwork.	Pearson	0.000	0.448**	Accepted
There is a significant relationship between employee empowerment and quality of work life.	Pearson	0.000	0.482**	Accepted
There is a significant relationship between Infrastructure of Informational system and quality of work life.	Pearson	0.003	0.354**	Accepted
There is a significant relationship between performance and quality of working life.	Pearson	0.000	0.443**	Accepted
There is a significant relationship between modeled and quality of work life.	Spearman	0.000	0.444**	Accepted
There is a relationship between knowledge structure and the quality of working life.	Pearson	0.006	0.333**	Accepted

Table-8
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
dimension0 1	.685 ^a	.469	.376	8.735

a. Predictors: (Constant), sakhtare.danesh, moshrekat, zirsakhtar, kar.gorohi, farhang.sazmani, amozesh, sanjesh.amalkard, olgoobardari, rahbari, tavanmandsazi

Table-9
Variance Analysis
ANOVA^b

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	3844.266	10	384.427	5.038	.000 ^a
Residual	4349.542	57	76.308		
Total	8193.809	67			

a. Predictors: (Constant), sakhtare.danesh, moshrekat, zirsakhtar, kar.gorohi, farhang.sazmani, amozesh, sanjesh.amalkard, olgoobardari, rahbari, tavanmandsazi
b. Dependent Variable: kayfiyat.zendegi.kari

Table-10
Correlation coefficients and significance

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	49.973	6.353		7.866	.000
	Culture organization	-.815	.423	-.289	-1.927	.059
	Leadership	.707	.508	.214	1.392	.169
	moshrekat	.666	.551	.163	1.208	.232
	amozesh	1.102	.434	.336	2.539	.014
	kar.gorohi	.619	.503	.162	1.231	.224
	tavanmandsazi	.833	1.043	.134	.798	.428
	zirsakhtar	-.537	.646	-.117	-.832	.409
	Sanjesh.amalkard	.137	.455	.043	.301	.764
	olgoobardari	.567	.648	.131	.875	.385
	sakhtare.danesh	.223	.657	.042	.339	.736

a. Dependent Variable: kayfiyat.zendegi.kari

Table 10 is third output of regression testing. In table 10, coefficients and significance of each factor are presented. According to the significance level which is presented in table 10 it can be said that among all the factors that affect knowledge management only education have significant effect on the quality of working life in staff of Pars Abad Branch.

Results and Discussion

Results: On one hand knowledge management absorb new knowledge into a system and on the other hand the effective management of knowledge can be the most important change in an organization. Due to the close proximity of organizational decisions and actions far more data can improve the performance and thus improve the quality of services. It should be noted that a large part of knowledge is not visible and it is called tacit knowledge (tacit). So, they deprived themselves of access to a large part. These organizations with imperfect knowledge of the organization and poor manage of it, taking improper decisions and createthe numerous problems such as rising costs and job satisfaction for your employees.

This paper introduces the knowledge management and factors affecting the deployment of it, quality of working life and the importance and usage of this two zone and meaningful relationship between these two areas were examined.

The study found that: all the factors affecting the implementation of knowledge management include: senior management commitment and leadership, employee involvement, staff training, empowering employees, information systems infrastructure, performance measurement and benchmarking, organizational culture, valuable teamwork and structure and quality of work life in staff of Branch Pars Abad have meaningful relation and has a positive correlation with the quality of work life of employees. This means that increasing mentioned factors lead to increase in effective use of knowledge

management. So, the following recommendations apply to the factors influencing knowledge management to improve the quality of life for employees working in the University of Pars Abad: i. On leadership and senior management commitment: Senior management clearly mentioned their decision on the knowledge management system, full participation and guidance from senior managers should be done and also senior managers of these projects support policies of knowledge management. ii. In connection with employee participation: The active participation of employees in decision making should be supported and staffs encourage participating in the program and planning assessment tasks and also all employees must participate in knowledge sharing and be responsible for creating a knowledge-sharing environment. iii. In relation to staff training: practices and tools will provide training for staff training and to be tried in order to institutional self-study and self-learning environment, support staff participation in internal and external training and also use professional voters well as training and special departmental needs. iv. In relation to the value of teamwork: there should be knowledge teams and these teams should supported, knowledge and experience of team work should be supported and also such coordination, team work assess as team performance. v. Associated with empowerment: in order to promote employee empowerment and control staff to use resources a high level of organizational commitment should be used. vi. In connection with the information systems infrastructure: there should be appropriate and complete information technology infrastructure. vii. In relation to performance measurement: effective performance measurement systems used in the organization, individual performance based on individual or team should be fair and reasonable, the actual performance improvement should be rewarded and a mechanism related to assessment and student should be supported. viii. In relation to benchmarking: policies determine the action to be taken down a benchmarking; employees are encouraged to emulate the successful staff of organization and also in order to coordinate human resources,

create internal budget and benchmarking. ix. About the structure of knowledge: with other students and staff, create structure and interaction of knowledge and also a structure based on their knowledge should be created.

Conclusion

According to the results described above it can be said that all factors have been applied to knowledge management in this research have a significant relation with the quality of working life in Pars Abad Branch and using more influencing factors of knowledge management implementation in the academic unit will increase the quality of working life.

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