



Relation among Processes of Human Resources and Obtaining the Organizational Axial Capability with Intermediation Role of Knowledge Management Based on Modeling Structural Equations (Case Study: Khuzestan General Directorate of Ports and Maritime - Special Economic Zone of the Imam Khomeini Port)

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ABSTRACT

Objective of this research is to review the intermediation role of knowledge management in relation among processes of human resources and obtaining organizational axial competency in Khuzestan general directorate of ports and maritime - special economic zone of the Imam Khomeini port. In this research which was performed with descriptive method, 150 persons from directors and experts of this organization as sample were selected and studied randomly by simple random method based on Cochran formula. Information collection tools is researcher-built questionnaire that in this research, its face and content validity were confirmed based on literature review and judgment of the experts and reliability coefficient was computed and confirmed through Cronbach Alpha. The results of this research based on structural equations showed that with knowledge management in organization, we can take steps in parallel with improvement of processes of human resources and axial capabilities of the organization and this important note may be considered as stable competitive advantage for the organization. By improving the knowledge management, the organizational structures of planning process are protected and the organization provides the operation possibility from individual capabilities of the personnel and causes the personnel make effort to supply the customers' requirements and the mentioned matters are steps in parallel with improvement of organizational performance and benefiting all potentialities of human resources in organizations.

Keywords: Knowledge Management, Processes of Human Resources, Axial Capability of the Organization

JEL Classifications: D83, O15

1. INTRODUCTION

Available knowledge in organization provides the suitable field for renovation followed by competitive advantages and bilaterally, the organizational renovations cause richness and increase in updating the organizational knowledge base. This important matter is materialized with implementation of principles of knowledge management in organization. Main field of knowledge management is how information and knowledge in macro and

micro levels transfer among persons and organizations. On this basis, all factors encouraging the interpersonal relationship or hindering it are considered by knowledge management.

Main obedience of knowledge management is optimum use of organization equipment by assisting the mutual relations' quality among organization's members that reliance, kindness and friendship are in direction to protect the values and ordinances of the organization giving it a shape (Nahapiet and Goshal, 1998).

Nonaka considered the knowledge as the internal motivator in his integrated model for creating dynamic knowledge. The knowledge in different times and places considers several and special concepts. The knowledge which has no concept will be information in reality and time information is changed to knowledge which is interpreted by the persons and combined with their beliefs and obligations and given the concept to them (Nonaka et al., 2000).

But, challenge that organizations are facing it is the emergency to obtain the knowledge which strengthens the competition priority, creativity and innovation power and organizational learning in them and increase the organizational knowledge.

It seems that anticipation of actual results of knowledge management is difficult. Despite it, this claim is correct that the main administrator of the management is persons' knowledge. Knowledge management is evolutionary form of human resources management. Human resource management may be considered as a strategic management of the personnel which is concentrated on acquisition, organization and motivation of human resources. This research aims to review the mediator role of knowledge management on relationship among human resource processes and obtaining the organizational capability in Khuzestan Ports and Navigation Organization. Undoubtedly, with regard to this important note that improvement of organizational capabilities and human resource processes for organization is considered as competitive advantage and in case that it attracts special attention, it can provide stable competitive advantage for the organization and outstrip other competitors. Up to now, it has not been investigated that may knowledge management be directly or indirectly effective? Recognition of such effects may help politicians and directors of organization to think about arrangements in parallel with obtaining the stable competitive advantage in organization. Importance and emergency for investigating the research subject is reviewable from different aspects. First aspect is due to the role and importance of knowledge management in organization. Organizational knowledge management is one of the most important success factors of the companies in competitive conditions and age of information. The importance of such subject is in the extent that at present, some organizations measure their knowledge and reflect it in their reports as a thought capital of the organization and an index for ranking the companies. Importance of human resource management in knowledge management has been discussed by the number of researchers. For example, the researcher of personnel management, Armstrong, knows the role of human resources in knowledge management as facilitator of education affair through workshops, projects, conferences and responsibility to coordinate and prepare the business projects including results of learning activities. In view of Garavan et al. (2000), daily work of human resources' development in creation of a learning organization includes the following matters. Another aspect of importance of the research subject is that the recognition and awareness are overture of any policy making and planning system and the directors in Khuzestan general directorate of ports and maritime - special economic zone of the Imam Khomeini port require knowledge and awareness from available status of effective variables on their organization in making the macro and strategic politics and compilation of operational planning's to access multilaterally the knowledge management.

Performance of scientific research in this relation may provide the necessary information and knowledge for the relevant authorities.

1. To help the employees in creation and use of knowledge
2. To create the appropriate networks
3. To involve in learning chains.

2. AXIAL ABILITIES OF THE HUMAN RESOURCES ACCORDING TO SOURCE-BASED THEORY (VALUE, RARITY, IMITABILITY, ORGANIZATION (VRIO) MODEL)

In human resource area, human resources' directors and researchers insist this belief that human resource performance has important role in organization performance. In fact, more annual reports of the organizations stipulate that organization personnel are the most important asset of the organizations. In spite of such wide beliefs and thoughts and successive comments, most of the organizational decisions narrate the relative low priority in both fields of organization's human resources and manpower administration. For example, when the organizations require cost decrease, at first, it decreases the affairs related to the personnel such as education and wages. (Barney and Wright, 1998. p. 31).

Viewpoint of "Source-based Theory" was drawn by Verner Flant (1984) in strategic management literature. This viewpoint has been reviewed and completed by other specialists (Mata and others, 1995) and its models have been tested in the organizations. One of the models dividing this viewpoint is VRIO model which was submitted by Barney and involves in recognition of source creates this ability. (Barney and Wright, 1998. p. 39).

This approach to analyze and investigate the source of ability is reliable. Paying attention to the definitions submitted about axial abilities represents that direct relation of the values mentioned by the customer, values submitted by the organization and values submitted by its competitors determine the axial abilities' dimensions.

If in customer's viewpoint, the values submitted by the organization are more compatible than values submitted by the competitors to the mentioned values and his/her requirements, it can be said that the organization has axial capability in one or several indices with respect to their competitors in such a manner that this advantage causes that the organization has priority with respect to its competitors in nearness to the customers and conquering their heart.

Stable axial capabilities of an organization are achieved due to the formation of the axial capability in its internal sources (Hunt and Morgan, 1995. p. 12). Source is an expression applied for whatever used in production of goods or rendering services (Grant, 1991. p. 11), so the sources are also called operational sources. Operational sources are divided in four groups including financial sources, physical sources, human resources, strategies and organizational processes.

If the used sources are tangible, they are called “Physical Sources” such as equipment and raw materials.

Financial resources are used by the organization as in cash or letter of credit or other financial items. The sources creating values and result of organizational interaction and executive activities’ turnover are mentioned as organizational strategies and trends that electronic work of the organization such as DSS and MIS is considered as other similar capabilities in this rank.

Value: Organizations create the value through decreasing product/service expenses or through distinguishing the product/service (Porter, 1980). So, final objective of each manager is to create the value through human resources’ performance.

Rear: The value created by the organization’s human resources is the necessary criterion for advantage, but it is not sufficient. If the human resources’ feature is found in most of the competitor organizations, that feature may not be the stable axial capabilities’ source for each of them. For example, most of the organizations know the working groups as relative homogenous for special jobs, even though they are seen among persons concerning skills and capabilities related to their work. If this imagination exists in organizations which the working team is homogenous, it is possible to use the rear features of the personnel for obtaining the axial capabilities (Wright, 1994. p. 289-299).

Imitability: However, valuable and rear features of human resources may make more profit in short-term for organization more than usual, but if other organizations imitate such features, over time, such features may not supply thing more than competitive equivalence.

Southwest Aviation organization is an example of a role which is played by the complex phenomena such as culture in axial capabilities. As per the statements of senior manager of this organization, success of the organization may attribute to its personality: One culture based on reliance which creates interest and intelligence in personnel in order to perform any necessary matter for supplying the customers’ requirements (Barney and Wright, 1998. p. 42).

Support and use of the organization: In case a human resources’ feature of the organization is the stable axial capability source, the organization shall plan in such a manner to use this source. In organization, it is required that the processes and trends placed in their own position in order to authorize the human resources’ features to reach fruitfulness with their potential advantage (Barney and Wright, 1998. p. 39).

Wright and Snell (1991) make reason that the strategic human resources’ management requires strategic human resource activities and necessitates the horizontal integrity of different processes of human resources in replace for their individualism. Aspects from human resources are hardly rear and imitable may be the axial capabilities source, but only the time that the organization is organized to invest on such source and use them (Barney and Wright, 1998. p. 42).

Axial competencies: In order to access the superiority and growth, the organization needs creation of axial competencies created by organizational capabilities. Axial competencies are originated from organizational capabilities. Organizational capabilities are created by organization’s sources. The process of creating organizational capabilities is a learning process which may gradually lead the organization to competitive advantage. Axial competencies include capabilities which are valuable, rear and unreplaceable and imitated. Axial competencies result in creation of competitive advantage, creation of value and returning more capital. By increasing the organization’s competencies rank, access to its competency becomes harder and complex and its value is more for the organization (Saeedi and Yazdani, 2009).

Competitive advantage: Competitive advantage is a factor or a combination of factors which cause that the organization acts better in competitive environment than other organizations.

In the other definition, competitive advantage includes a complex of factors or abilities which makes the organization able to show better performance than competitors. Competitive advantage is the submitted values of company for the customers in such a manner that such values are more than customers’ expenses. More researches performed to identify the most important factors which have role in competitive advantage and competitive advantage protection methods. Distinguished skills, organizational culture, organizational capabilities, more accessibility to sources or customers, limitation of competitors’ activity, information technology, geographical advantages, protection against five competitive forces, time and other variables are proposed as source of creating the competitive advantage.

Dynamic capabilities viewpoint concentrated on capacities of the organizations facing with quick environmental changes to create the new sources in order to renew or change in sources’ compound of the organization and confirm this subject that the higher directors’ group and their thoughts on organizational progress may have important role in development of dynamic capabilities.

Main definition of Tis (1997) from dynamic capability is that: Ability of organization to make integration, record the internal and external capabilities for confronting with quick change of environment (Hashemi, Mohammadimoghaddam, Mohammadimoghaddam, 2011).

Vang and Ahmad (2007) defined dynamic capabilities: Stable behavioral direction of organization in making integration, recording, renewal and renovation of the sources and their capabilities and critically, improvement and renovation of central capabilities in response to the variable environment to achieve a stable competitive superiority. (keshavarzi &ramezani,2010): Halfat and colleagues (2007) have proposed this definition: Capacity of the organization to create, develop and amend the constitutional sources as objectiveness.

Such definitions show that dynamic capabilities in overall concept are the organizational processes and their role is change of constitutional sources of the organization. Also, background of the

subject shows that dynamic capabilities are not purchased from the market, but created in the organization and affiliated to movement route. Also, such definitions show us that dynamic capabilities include nothing. Winter (2003) emphasize that dynamic capability is not automatic reaction. Dynamic capability includes number of patterned and repeatable elements.

Zolo and Winter (2002) pointed to this note that dynamic capability is stable and organization is compatible creatively but in discrete with set of crisis don't use dynamic capability. Another definitions obviously show that there is dynamic capability through chance and determine this note that using dynamic capabilities requires upright decision and thought and is in relation with strategic change, but they are not synonymous with each other. Discussion is about a type of change, targeting change of constitutional sources. We can-not suppose the strategic changes or sources' creation and renewal with equal dynamic capabilities, because such changes may be arising from processes without think of the directors or may be as result of automatic interventions or created as result of chance.

3. CONCEPTUAL MODEL OF THE RESEARCH

Conceptual model of the research is on the basis of VRIO model. Figure 1.

4. METHOD

This research was a descriptive research in view of application and execution. Statistical population is the directors and experts of Khuzestan general directorate of ports and Maritime - special economic zone of the Imam Khomeini port that 150 of them are randomly selected and studied based on Morgan chart.

Information collection tools in this research is the researcher-built questionnaire which is confirmed based on judgment of elites and review of theories of five ideologists in this research. Also,

in order to compute the questionnaire reliability or repeatability of questionnaire, it was performed by Cronbach Alpha which is obtained 0.79 % for knowledge management and 0.81% for human resource processes and 0.78 for organizational axial capabilities which are confirmed finally. In order to analyze the data, Lisrel Software was used.

5. RESULTS

5.1. Compatibility of Final Pattern using Structural Equation Technique

After determining the measurement models in order to assess the research conceptual model and make assure the existence and nonexistence of relation among research variables and review on observed data suitability with research conceptual model, research suppositions are tests using structural equation model. The results of suppositions test are reflected in following Figure 2.

In the above model, operational loads are represented among research variables. Operational loads show the effect of variables. In this model, there are three hidden or unobserved variables as human resource processes, knowledge management and axial capabilities.

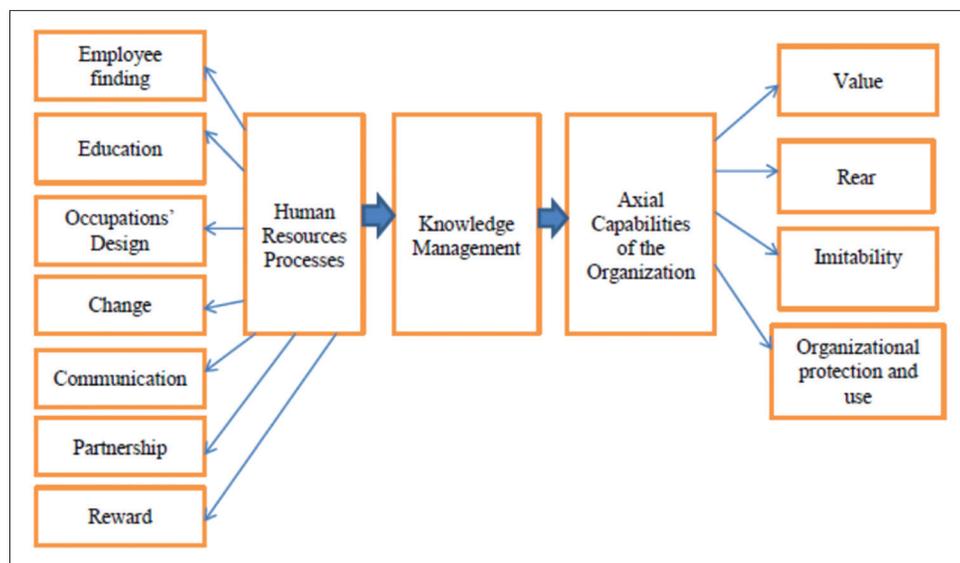
Employee finding, education, occupations' design, change, communication, partnership, reward, management, value, rear, imitability, protection and organizational use variables are considered as obvious or observed variables.

Numbers connected with small flashes to obvious variables are error related to each variable.

In continuation, the research suppositions are reviewed with regard to model exits.

As shown in Table 1, practical loads more than 0.3 are the sign of considerable effect of independent variable to relative variable and statistics t shall place out of span (-1.96, +1.96) and two variables

Figure 1: Conceptual model of the research is on the basis of value, rarity, imitability, organization (VRIO) model



have meaningful relation with each other and consequently, with regard to the contents of the Table 1.

Human resource processes have significant positive relation with knowledge management. Practical load or direct effect of human resource processes is on 0.98 knowledge management.

Human resource processes have significant positive relation with knowledge management, it means that by improving the human resource processes, knowledge management is more effective on organization.

As shown in contents of Table 2, practical loads more than 0.3 are the effective sign of independent variable to dependent variable and in case the statistics t is out of span (-1.96, +1.96), two variables have meaningful relation with each other, consequently, with regard to the contents of Table 2.

Human resources processes have significant positive relation with axial capabilities. Operational load is rate of direct effect of human resource processes on axial capabilities of 0.60.

Operational load or indirect effect of human resource processes on axial capabilities is 0.36.

Human resource processes have significant positive relation with axial capabilities and axial capabilities in organization are more with improvement of human resources processes.

As shown in contents of Table 3, operational loads more than 0.3 are the effective considerable change of independent variable on dependent variable and in case there is statistics t out of span (-1.96 + 1.96), two variables have significant relation with each other, consequently, with regard to the contents of Table 3.

Knowledge management has meaningful positive relation with axial capabilities. Operational load or direct effective rate of knowledge management on axial capabilities is 0.37.

In continuation, rate of effect of hidden variables of human resources processes and axial capabilities on each of their indices are estimated.

As shown in contents of Table 4, operational loads more than 0.3 are the effective considerable sign of each indices and in case there is statistics t out of span (-1.96 + 1.96), two variables have meaningful relation with each other, consequently, with regard to the contents of Table 4.

Figure 2: Conceptual model of research

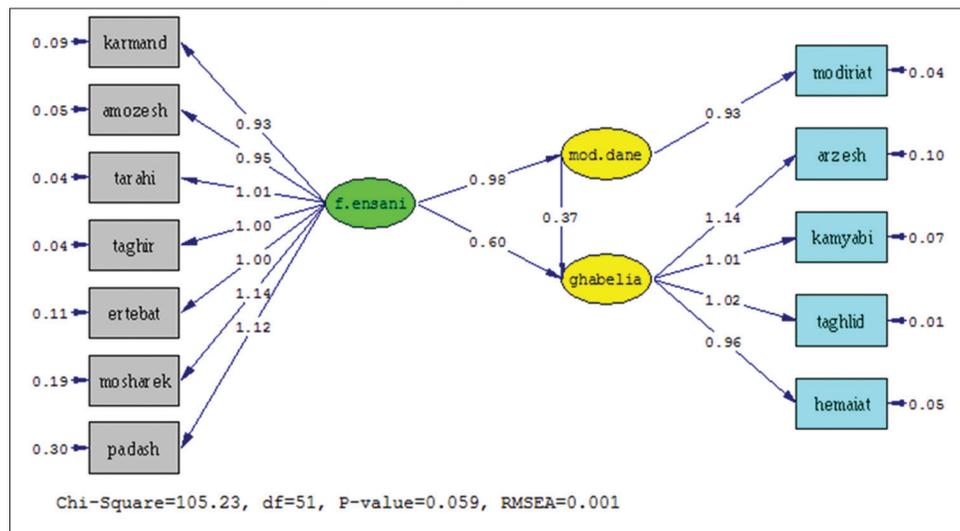


Table 1: Review on hidden variables relation in research model

Relation	Operational load	t statistics	Result of existence of relations between dependent and independent variables
Relation between human resource processes with knowledge management	0.98	16.5	Confirmed

Table 2: Review on hidden variables' relation in research model

Relation	Operational load	t statistics	Result of existence of relations between dependent and independent variable
Relation between human resource processes with axial capabilities (Direct relation)	0.60	10.41	Confirmed
Relation between human resource processes with axial capabilities (Indirect relation)	0.36	-	Confirmed

Human resources processes have significant positive relation with employee finding. Operational load or human resources processes effect on employee finding is 0.93.

Human resources processes have significant positive relation with employee finding. Operational load or human resources processes effect on education is 0.95.

Human resources processes have significant positive relation with employee finding. Operational load or human resources processes effect on occupations' design is 1.01.

Human resources processes have significant positive relation with employee finding. Operational load or human resources processes effect on change is 1.00.

Human resources processes have significant positive relation with employee finding. Operational load or human resources processes effect on communication is 1.00.

Human resources processes have significant positive relation with partnership. Operational load or human resources processes effect on partnership is 1.14.

Human resources processes have significant positive relation with employee finding. Operational load or human resources processes effect on reward is 1.12.

As shown in contents of Table 5, operational loads more than 0.3 are the effective considerable sign of axial capabilities on each index and in case there is statistics t out of span $(-1.96 + 1.96)$, two variables have significant relation with each other, consequently, with regard to the contents of Table 5.

Axial capabilities have significant positive relation with value. Operational load or axial capabilities effect on value is 1.14.

Axial capabilities have significant positive relation with rear. Operational load or axial capabilities effect on rear is 1.01.

Axial capabilities have significant positive relation with imitability. Operational load or axial capabilities effect on imitability is 1.02.

Axial capabilities have significant positive relation with organizational protection and use. Operational load or axial capabilities effect on organizational protection and use is 0.96.

In continuation, relation indices are reviewed. In case relation indices of model are suitable, we can submit the estimations and deemed reliable. In case the indices of relation is not suitable model, the model doesn't join to suitable relation and may not rely on submitted estimations by model.

As shown in contents of Table 6, KH2 in freedom level is 2.06 and <3 , consequently, this index confirms the model relation. Root mean square error of approximation index is equal 0.001 and <0.08 , consequently, this index confirms the model relation. Significance level or $P=0.059$ and more than 0.05, consequently, this index confirms the model relation. Other relation indices are suitable for assessment, consequently, estimations submitted by model are reliable estimations.

6. DISCUSSION AND CONCLUSION

In order to review the intermediate role of knowledge management in relation among human resources processes and organizational

Table 3: Review on relation of hidden variables in research model

Relation	Operational load	t statistics	Result of existence of relations between dependent and independent variable
Relation between human resources processes with axial capabilities	0.37	9.58	Confirmed

Table 4: Review on relation among human resource processes and its indices

Independent variable	Dependent variable	Operational load	t statistics	Relation of existence of relation among dependent and independent variable
Employee finding	Human resources processes	0.93	15.67	Confirmed
Education		0.95	16.35	Confirmed
Occupations' design		1.01	16.61	Confirmed
Change		1.00	16.58	Confirmed
Relation		1.00	15.63	Confirmed
Partnership		1.14	15.16	Confirmed
Reward		1.12	14.17	Confirmed

Table 5: Review on relation among axial capabilities and its indices

Independent variable	Dependent variable	Operational load	t statistics	Relation of existence of relation among dependent and independent variable
Value	Axial capabilities	1.14	21.2	Confirmed
Rear		1.01	31.5	Confirmed
Imitability		1.02	40.29	Confirmed
Organizational protection and use		0.96	33.84	Confirmed

Table 6: Model relation indices

Relation indices	Acceptability criterias	Statistics	Relation assessment
X ² /df	X ² /df<3	105.23-51=2.06	Suitable
RMSEA	RMSEA<0.08	0.001	Suitable
P-value	P>0.05	0.059	Suitable
GFI	GFI>0.90	0.93	Suitable
RMR	RMR<0.05	0.04	Suitable
NFI	NFI>0.90	0.92	Suitable
NNFI	NNFI>0.90	0.90	Suitable
CFI	CFI>0.90	0.92	Suitable

RMSEA: Root mean square error of approximation, GFI: Goodness of fit index, RMR: Root mean square residual, NFI: Normed fit index, NNFI: Non-normed fit index, CFI: Comparative fit index

axial capabilities are used from structural equations. The results show that human resources processes have significant positive relation with knowledge management. Operational load or direct effect of human resources processes on knowledge management is 0.98.

Human resources processes have significant positive relation with knowledge management. Operational load or direct effect of human resources processes on knowledge management is 0.60.

Operational load or indirect effect of human resources processes on axial capabilities is 0.36.

Human resources processes have significant positive relation with knowledge management. Operational load or direct effect of human resources processes on axial capabilities is 0.37.

Operational load or indirect effect of human resources processes on employee finding is 0.93.

Human resources processes have significant positive relation with knowledge management. Operational load or direct effect of human resources processes on education is 0.95.

Operational load or indirect effect of human resources processes on employee finding is 1.01.

Human resources processes have significant positive relation with knowledge management. Operational load or direct effect of human resources processes on occupations' design is 1.01.

Operational load or indirect effect of human resources processes on communication is 1.00.

Human resources processes have significant positive relation with knowledge management. Operational load or direct effect of human resources processes on partnership is 1.14.

Operational load or indirect effect of human resources processes on reward is 1.12.

Human resources processes have significant positive relation with knowledge management. Operational load or direct effect of human resources processes on value is 1.14.

Operational load or indirect effect of human resources processes on rear is 1.01.

Human resources processes have significant positive relation with knowledge management. Operational load or direct effect of human resources processes on imitability is 1.02.

Operational load or indirect effect of human resources processes on organizational protection and use is 0.96.

It seems that one of the problems of current organizations in knowledge management and knowledge sharing is shortage of reliance among directors and personnel.

Bavarsad (2014) finds this result based on its research results that if directors have equitable behavior with personnel, reliance level will increase in organization. So, nonexistence of reliance among person and organization results in depression of the employee and he has no intention for knowledge management and knowledge sharing and his experiences for improving the organization performance and gradually losses his obligation to the organization. The results of agriculture research and colleagues show that reliance from cooperation and relation among group's members cause development and progress of group motivation and has effect on group output on organization performance directly or indirectly. Knowledge sharing in organizations results in improvement of individual and organizational performance. So, the organizations strengthen the knowledge sharing and encourage their personnel.

Reliance making in organization and recognition of its relation with knowledge sharing for obtaining the competitive advantage of the organizations is important.

The results of research of Khaef et al. (2007) showed that the creation of reliance among persons while facilitating the knowledge sharing may result in creation of organizational knowledge.

Making practical of the knowledge management requires reliance. In open and flexible organizational structure, knowledge management will be possible. The results of research of Najafbeigi et al. (2011) showed that the cooperation of the personnel in organizations is one of the superstructures required for implementation of knowledge management. In this research, reward giving and suitable motivational systems include the following matters:

Salary and allowance suitable with personnel, salary increase for personnel who performed the extraordinary above works, allocation of welfare equipment to the personnel, equitable politics of salary payment to the personnel and receiving extra salary for the personnel and giving reputable job as per the position of the personnel and appreciation from personnel against work performance by the directors and supervisors and giving independency and freedom to the personnel in work performance.

Argote et al. (2003) based on their studies reported that existence of reward and encouragement for knowledge management process

has critical importance. Of course, we shall pay attention that in case rewards and encouragements have monetary aspect, the competition among personnel will be promoted, so the directors shall have more remaining in spiritual encouragements such as comment from personnel and their company in decisions making and result in internal motivation in persons and this important may have an effect on human resources to execute the knowledge management in organization, when the personnel pay attention to directors and supervisors of the organization, there is more motivation for knowledge sharing and experiences in organization and knowledge management will be executed successfully in such organizations. Result of the research of Valmohammadi (2009) showed that the giving reward and motivation have effect on knowledge management success. The results of Ling et al. showed that the shortage of management protection from personnel and shortage of rewards and encouragements of the personnel caused that the personnel have no motivation and tendency for sharing knowledge and experience and sharing knowledge is from knowledge management indices and we can say that not making motivation in personnel result in non-successful execution of knowledge management in organization. The results of Sharma et al. research in USA showed that the organizations shall pay attention to the personnel and make motivation for them and pay reward for their improvement because this affair causes to identify the special skills in persons and such persons may create added value by having motivation and using their skills and experiences and knowledge and we can say that attention to the personnel and creation of motivation in them result in successful execution of knowledge management in organization and improvement of organization performance. In case the employees imagine that the organization doesn't give value for sharing knowledge and may lose his job by participating in activities of sharing knowledge, so he has not participated in them and keep his knowledge for himself intends to cooperate bilaterally to decrease abuse behaviors and negative motivations in organization and whatever the reliance increases, intension to cooperative solutions make more. In fact, we can say that all factors are motivator for reliance between person and organization and development of networks and relations among the persons, they will have effect on organization and development of knowledge management system. So in case the organization may increase the reliance and interaction and cooperation among the personnel in organizational groups and units, make more effect of information exchanges among persons and so, effective knowledge management achieves. In execution of knowledge management processes, type of interactions and human relations are critical. It is worth mentioning that knowledge management fails to exclude the internal environment of the organization and develop the national conditions and shall pay attention to knowledge management among the organizations and this affair has effect on public organizations and working team' development and partnership of the knowledge personnel in projects and challenges make relation among the members to supply the individual development and obtaining knowledge and shall pay attention to personnel and in case such expectations are not materialized, the occupational consent will decrease and they can-not pay attention to knowledge management and

knowledge sharing. In disorder and changeable environments, the organizations make their effort to keep the competitive advantage of the organization. Change of work environment creates new collection of occupational environment conditions and there is this possibility that the employee obtains such unsupplied expectations. But, one original key is that the personnel expect their job to supply the progress and independency for them and in case such expectations are not materialized, it can be propounded as obstruction and challenge in implementation of knowledge management.

Finally, it is concluded that in Khuzestan general directorate of ports and Maritime - special economic zone of the Imam Khomeini port of knowledge management, there are human resources processes and obtaining organizational capability in suitable status. Findings show that there is direct and a significant relation between knowledge management with human resources processes and obtaining axial capabilities of the organization. The results of findings based on structural equations showed that the knowledge management has intermediate role in relation among human resources processes and axial capabilities of the organization and by improving the knowledge management in organization, we can take the step in parallel with improvement of human resources processes and axial capabilities of the organization and this note may be considered as stable competitive advantage for the organization and protected by improving the knowledge management of organizational structure and the organization supplied the operation from individual capabilities of the personnel and cause to make effort the personnel for supplying the customers' requirements and is the step for improving the organizational performance and benefiting all potentialities of human resources in organizations.

With regard to the research findings, it is proposed that the directors of the organization may make obvious the working expectations of the personnel and creating environment for improving the idealism and transfer and using knowledge and strengthening the social capital and general reliance in organization. Progress of in team and group activities in organization caused strengthening of emotional reliance among the personnel.

Sharing the information based on transparency causes that all beneficiaries access to the organization information. The directors make relation with all personnel equitably and avoid its discrimination among them.

Recruitment and maintenance of the personnel with abilities and behaviors and competencies create added value for organization knowledge. Organization directors supplied better execution of knowledge management in organization. Creation of rewarding system for the personnel cause the most reward for publishing knowledge and make acquaintance with human resources planning and job design and personnel and consequently, increases the occupational security sense in them. Payment of reward suitable with personnel performance in the field of knowledge sharing with other employees may strengthen the better sharing of knowledge among the personnel.

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