



ISSN: 2382-9745

UCTjournals



Prioritize the effective factors in maintenance staff knowledge of Universities

*Leila Hosseini Tabaghdehi¹**

¹Department of Management, Ramsar Branch, Islamic Azad University, Ramsar, Iran

ARTICLE INFO

Article history:

Received 02 Dec 2016

Received in revised form 05 Jan 2017

Accepted 17 Jan 2017

Keywords:

Employees,
Knowledgebased,
Maintenance,
University

ABSTRACT

Objective: The main objective of this research is to prioritize in maintenance of knowledge- based staff of Islamic Azad University of Mazandaran province. **Methodology:** This study was descriptive that is done with survey method. The study population consisted of 1700 people that Among these people, 300 people stratified cluster random sampling were selected based on community. To ensure the validity and reliability of the data collected by the opinions of experts and Cronbach's alpha management (92/0) is used. The data according to the research objectives and were analyzed with SPSS software. **Results:** The results showed that compliance with an average score of 099/4 most important factors related to the reward system of science-based factors contributing to the maintenance staff was. **Conclusion:** Factors related to job design, with an average score 077/4, in partnership with the average score of 054/4, 044/4 feel significant difference between mean scores, competition system and the independence and freedom of action with an average score of 019/4 and motivational factors Average rating ranks next in importance were 902/3.

1. Introduction

Nowadays the financial and technological resources alone are not considered organizational advantage, having capable and talented individuals that can, not only a competitive advantage but can also compensate for a lack of resources or other defects. In the current competitive situation and in an environment of constant flux and innovation is the main features, Excellence will be won only organizations that understand the strategic role of human resources and skilled human resources, knowledge, competent, and are competent elite. Modern economic theory with an emphasis on knowledge-based economy, the most successful economy know in the economic future that the production and distribution of knowledge and exploit it commercially. Thus, in the new economic theories of human capital in knowledge production and earn more and more attention has been paid.

Completely changing the basis of competition. In this age of science and knowledge, organizations are increasing emphasis on knowledge and knowledge workers Drucker (1995), word knowledge-based workers (DSP) for the first time, initiating constantly spoke about it. He wanted to describe people who want through the processing of data, produce new information. Which can thereby, define and solve problems and create new value Staff knowledge (knowledge workers) with information and knowledge are dealing with production, development and deployment of trying to The organization, innovation and appropriate response to environmental changes, the organization create value And your intelligence to transform the idea into a product, service or process to operate. Davenport instead of defining Drucker defines knowledge-based workers "Staff with a high degree of expertise, training or experience, and their primary goal is to engage in the creation, distribution or use of knowledge (Davenport, 2005).

Denisi et al. (2003) as well as know the knowledge-based employees skilled, flexible, innovation and independence, who know how information acquisition, use and interpret and perform multiple tasks. As competition between companies to attract employees Knowledge- based and develop ways of applying their knowledge to create competitive advantage in recent years taken into consideration. Countless reasons for success in a knowledge-based advantage there is that if the core functionality and durability organization will ensure the survival accepts (Denisi et al., 2003). In this space are increasingly the main

* Corresponding author..

E-mail address: Hosseini.tabaghdehi@nomail.com

long-term success of the organization, acting on hundreds or thousands of small and large pioneer staff in a cycle of change and innovation takes shape, the reason is that the maintenance staff knowledge of the fundamental challenges facing the administration, basic knowledge is. The evolution of the traditional working space and outdoor distinction lies 21st century. Traditional twentieth-century mass production based environment, employees as the most valuable parts of the production chain and the staff knows people who can work hard. And the physical capacity and technical skills to do even more monotonous work and their motivation depends on their pay and job security is proportional to the amount of production.

But with the move to the knowledge economy, traditional ways of managing organizations become more pale. Instead strategy to interact more with customers and suppliers built their individual needs. Information and knowledge rather than knowledge-based comparative advantages of raw materials such as steel and oil industries have taken. In fact, the main organizations will form the basis of competence. It attracting new elite, elite development, the use of joint coalition, layoffs and maintain the best shape accepts poor.

According to Horwitz et al. (2003), the main cause is the preservation of knowledge workers understand what motivates them, because they think differently, behave differently and have different needs. Asili and Ghadirian (2006), the most important knowledge-based strategies for keeping workers know, Job's expression of reality at the time of recruitment, Involving employees in decision-making and delegation of authority, Focus on the development of organizational knowledge and competencies, Focus on the development of collective knowledge, Develop communication and attachment to colleagues or working groups, Increasing the fit between individual abilities and duties, job design. Horwitz et al. (2003) as well as in research on attracting, motivating and keeping of knowledge employees showed that The most important strategy of maintaining employees are Challenging, highly competitive salary package, incentive / reward excellent performance and management support. In this regard, they believe that knowledge based employees to motivate and maintenance, High level of autonomy and attractive levels of pay are important.

Afjeh and Ghaffari (2013) in a study as factors affecting employee retention and turnover knowledge based (Case Study: Tehran University) showed that there is a significant relationship between career path mapping between variables and organizational improvement, The creation of individual development space science, participation in decision-making, Time is flexible, floating, development of communication in working groups, challenge activities, independence in activities, convenient and rewarding payment systems, contribute to the business goals of the organization with knowledge based maintenance staff. Also the study of Gholipour et al., (2013) the identification of factors affecting the shelf life of knowledge workers in the Iranian Oil Refining and Distribution Company showed, the most important factors include the organizational structure, corporate culture, continuing relationships, pay, bonuses and rewards to people who have high levels, is.

In this regard, Chmani Cheraghtappeh et al. (2012) in a study entitled Factors affecting the survival and maintenance of nurses' knowledge workers in hospitals, showed that Organizational factors (participation, motivation, organizational communication), individual factors (power and skill, job satisfaction and competence), occupational factors (Meaningful and challenging work, freedom, independence and clarity of roles) as the most important factors in the longevity. Tahmasbi et al., (2012) in a study to identify and rank the factors affecting attract and retain scientific talent at the university's showed that For talent into an organization that is mainly affected by the existence of space, These people can research capabilities, research and scientific development at that fulfill their.

Kamrannezhad et al., (2011) in his research explores practical solutions to attract and retain human resources in order to increase their productivity. The results of their study showed that training, organizational culture, motivation, work attitudes, work ethic and reliability of topics attract, retain and promote employees in the organization is.

Jahangiri and Mehrli (2008) in their study to survey and explore factors influencing retention and professional staff also took priority between them. The results of their study showed that retention of professional staff to arrange the seven factors, content, nature of job satisfaction and job security, management and leadership, clear goals and expectations, space cooperation and group cohesion, working conditions and pay and benefits are. Rahmanpour (2001) in their study as factors contributing to the preservation and maintenance of human resources showed that factors such as valid information related to the recruitment of (the community of) on the work the basis of merit giving their job clear ascent system effectiveness evaluation and pay systems effective to maintain personnel is a key factor.

Kogan and Muller (2006) in the field of communication with maintenance personnel elite empowerment programs in the federal Canadian company Showed that organizations through incentive programs such as Elite employee participation in decision-making, independence and managerial support and positive effects they create dependency can lead to maintenance elite staff in the organization. Considering the issues involved, In this study, based on fundamental importance and challenges of knowledge based economy in the current context is dominated organizations, To examine this issue, which In the current situation The most important factors in keeping employees' knowledge based in Mazandaran Islamic Azad universities What?

2. Materials and methods

2.1 Methodology

This study was a descriptive cross-sectional study was conducted in 2014. All full-time faculty members of Mazandaran Islamic Azad University students formed the study population. According to the latest statistics the number of those 1,700 people. 313 using Cochran formula and stratified cluster random sampling method compilation were selected as sample. Data gathered by a questionnaire developed by the researchers is that the two sections (7 items), and factors contributing to the maintenance of knowledge workers (30 items) was. To design the second part first through library studies, search the databases and scientific literature review and interviews with relevant experts the most important factors affecting the maintenance staff were extracted knowledge.

In the next stage the most important factors in 7 groups, were classified. In each group, the patients were asked to complete a questionnaire based on the importance of these factors (the highest and lowest points respectively 5 and 1) are numbered. 7 factors include: a feeling of significance, reward system, competitive pay system, motivation, participation, job design and the independence and freedom of action. The validity through the content validity and use of a number of experts were confirmed its reliability by using Cronbach's alpha was calculated 0/92. Collected data using statistical software SPSS and according to the objectives of the study were analyzed. Data analysis were highest and the lowest points respectively 5 and 1.

3. Discussion and results

3.1 Findings

The frequency of demographic characteristics of the study sample in terms of gender, age, educational level, professional level, work experience, academic level and academic units shown. More than half of the study subjects between the ages of 41 to 50 years, which represents a relatively young population samples studied, nearly 68 percent of these cases are men. More than half of the study subjects with doctoral education and In this regard, the 80/3% of the professional level of faculty research has been and in addition, more than half of the subjects between 6 and 10 years of work experience that reflects the history of this people is low. Also, half of the subjects with academic rank of associate professor and finally Most of the research has been Chalus unit. Determine and prioritize the factors affecting the maintenance of knowledge workers, data analysis showed, among the seven factors contributing to the maintenance staff knowledge of factors related to the bonus system, with the average score was 4/099 of the five most important factors in maintaining knowledge workers. Ranked in order of importance to job design factors, factors related to participation, factors relating to feel the significance, Payment system and competitive factors and factors related to the independence and freedom of action were. In last place priority, factors related to motivation, with an average rating of 5 was placed 3/902 (Table 1).

Table 1. Ranking of Factors affecting the maintenance staff knowledge of Islamic Azad University

variable	items	score	Average points and priority class
Meaningful sense	Independence in performing activities	4/06	4/044 fourth
	Ways to solve your problems	4/05	
	Participate in the work	4/03	
	Do challenging work by people	4/03	
Reward system	Delegating tasks based on merit	4/14	4/099 First
	Celebrating the situation	4/07	
	Recognition of staff through salary increases	4/08	
	Visibility of tangible rewards	4/09	
Job design	Providing welfare services	4/12	4/077 Second
	The organization focuses on the development of collective knowledge	4/05	
	Focus on the development of organizational knowledge and competencies	4/09	
	Relocation of employees in similar jobs at a specified time	4/10	
Motivation	Freely sharing information	3/85	3/902 Sixth
	Create a culture of trust in the organization	4/08	
	Payment systems and rewards commensurate with performance	3/89	
	Important and valuable rewards	3/98	
	Remuneration fit	3/98	
Competitive pay system	Comparable to reward the organization with other organization	4/07	4/019 Fifth
	Recognition of employees through incentive payments	4/05	
	Providing competitive pay	3/99	
	Delegating to staff	3/97	
Independence and freedom	Independence and freedom in decision- making	4	4/019 Fifth
	Independence supervisor	4/02	

	Of empowerment and independence at work	4/01	
	Autonomy and feedback	4/05	
Taking part	Independence and role clarity	4/06	4/054
	Employee participation in order to achieve the objectives	4/07	Third
	Participation in the creation and mission statements	4/07	
	Flexible work environment	4/01	

Determine and prioritize the factors relating to feel significant, the study showed, Among the four factors in the maintenance of independence in performing activities of knowledge workers with average rating 4/06 of 5 Most of the agents involved in the work and do challenging work by people with an average rating 4/03 of 5 maintenance knowledge workers were the least important.

The classification of problem solving methods to obtain third-conscious. Determine and prioritize the factors affecting the reward system in the maintenance of knowledge workers, data analysis showed that Assignment of tasks based on merit, with the highest average score of 4/14 out of 5 and factors celebration of the 5 least important position with a score of 4/07 to keep knowledge workers revealed. The second important factor in the ranking, providing welfare services, and visibility of tangible rewards, the importance of the third and appreciation of the importance of raising the salaries of employees through fourth, respectively.

Determine and prioritize the factors affecting the payment system and the maintenance of a competitive knowledge workers, data analysis showed that Among the four factors, the reward of comparable organizations with other organizations, with the highest average score of 4/07 out of 5 And appreciation of employees through incentive payments, with the average score of 4/05 from 5 least important in maintaining staff had knowledge of Islamic Azad University of Mazandaran province.

The ranking of priorities in providing competitive pay the third and fourth priority of the Authority for the staff themselves. Determine and prioritize the factors affecting the motivation to keep knowledge workers, Data analysis showed that among the five factors, create a culture of trust in the organization, with average score of 4/08 out of 5 The highest and sharing information freely with the average score of 3/85 of 5 least important in maintaining staff had knowledge of Islamic Azad University of Mazandaran province.

Determine and prioritize the factors related to participation in the maintenance of knowledge workers, data analysis showed that Among the four factors, had Employee participation in their own ways to achieve organizational goals And participate in the creation and mission statement of the organization with the highest average score of 4/07 out of 5 and Flexible working environment, with the average score of 4/01 to 5 least important The maintenance staff knowledge of Islamic Azad University of Mazandaran province.

Determine and prioritize the factors affecting job design in keeping knowledge workers, data analysis showed that Among the three factors, had Relocation of employees in similar jobs at a specified time with the highest average score of 4/1 out of 5 and The organization focuses on the development of collective knowledge, with the average score of 4/05 to 5 least important The maintenance staff knowledge of Islamic Azad University of Mazandaran province.

Determine and prioritize the factors related to The independence and freedom of action in the maintenance of knowledge workers, data analysis showed that Among the four factors, had Autonomy, and feedback with the highest average score of 4/05 out of 5 and empowerment and independence at work, with the average score of 4/01 to 5 least important The maintenance staff knowledge of Islamic Azad University of Mazandaran province.

4. Conclusion

The most important factors in maintaining knowledge-based employees were respectively Reward system, job design, participation, sense of significance, independence and freedom of action and competitive payment system and ultimately the motivation. As the results showed, one of the factors keeping workers in knowledge-based reward system. It is a means of rewarding the organization is grateful to his staff for their competence and with this tribute of gratitude and encourage them to continue working. In this study, merit-based reward system through delegating tasks, a celebration of situations, in recognition of staff through salary increases, bonuses tangible and Bonus visibility and providing welfare services in Mazandaran Islamic Azad universities Faculty members will lead to optimal performance and performance will ultimately lead to internal rewards achieve to same feeling of efficiency and satisfaction and tranquility.

This finding is aligned with results of Horwitz et al. (2003) and Mirsepasi, (2010). Other factors of effective in keeping employees in knowledge-based study in Mazandaran Islamic Azad Universities is Job design. According to the Robbins, Stewart and Katz definitions using job design concepts can be achieved to clear job description, motivating work environment and tasks to responsible practices. In this study, job design, are the various factors such as the organization focuses on the development of collective knowledge, focusing on the development of organizational knowledge and competencies And relocation of employees in similar jobs in the organization.

These results are consistent with findings in 1387 that showed Job rotation and relocation of employees in similar jobs leads to increased morale and reduce dissatisfaction in business and education workforce. And the findings Asili and Ghadirian (2006), showed that the staff's knowledge-based maintenance strategies, job design, career promotion and focus on the development of knowledge and organizational competencies, aligned.

Another factor that this research leads to knowledge of the maintenance staff, Is Knowledge-based employees association in decision-making. In the present study, with the participation of several factors such as autonomy and role clarity, Knowledge-based employee participation in order to achieve the organization's goals in their own ways, Participation in the creation and organization's mission statement and flexible working environment in the covers. These results are consistent with the findings Shuaib (2008) that showed, Independence and role clarity leads to increased creativity.

With findings Afjeh and Ghaffari (2013) that showed Factors affecting the maintenance personnel knowledge, participation in decision-making and participation in the organization's business objectives, are aligned with Chmani Cheraghtappeh et al. (2012), which showed that factors in the survival and maintenance of knowledge workers in hospitals and nurses' participation, motivation, independence and clarity of roles.

In this study, a significant feeling of being important factors in maintaining a knowledge-oriented staff that aligned with The study Hackman and Oldham (1975), which stated, Those who enjoy their jobs, working for them are entertainment and belief, If people think their job is significant And it includes a liability and feedback respond to managers; with Shuaib (2008) research findings, which showed Independence in performing activities and tasks Leads to creativity and good decisions relative to outputs; with Abelson and Woodman (1983) findings showed that Ways to solve problems will lead to success and commitment and job satisfaction; with Verespej (1999) findings showed that Partnership working is very important in shaping the capabilities of staff and creates a sense of ownership and accountability in the work. with Kordrostami and Eshkenati (2009) findings showed that Employees who are allowed to make their own way in order to realize the goals of the organization involved Compared with those tasks they are set in advance and communicated to them, of greater efficiency, Other factors that affect the maintenance staff knowledge, is Autonomy and freedom of action.

This factor is the independence and freedom of action in the independence of the supervisor, empowerment and independence at work and feedback. Horwitz et al. (2003) shows that knowledge workers, usually, a high level of autonomy and authority at work are equally important, Asili and Ghadirian (2006) of the most important features of a grown man knows socially and independence in decision-making.

The results obtained in this study are consistent with results Tahmasbi et al. (2012) that know the freedom and independence of effective business strategies as maintenance staff knowledge; Kogan and Muller (2006) that showed Independence and support is factor of the maintenance elite staff. Competitive payment system as well as other cultural factors affecting the maintenance staff knowledge is named. Horwitz et al. (2003), the survey showed, Pay, is the factor Knowledge-based employees leaving the organization.

The results show that competitive pay system at the University of Takes on many factors, including delegating to staff, providing competitive pay, recognition of employees through incentive payments and comparability with other organizations to reward organizations. This result shows that employees appreciate the knowledge-based employees through financial incentives such as higher salaries and incentive payments lead to keep it in the university. These findings are consistent with results of Shuaib (2008).

The results also showed that the motivation of other cultural factors contributing to the maintenance of the University's knowledge-based workers. Horwitz (2006), is the main cause of maintaining key staff, Understand what motivates them, because they think differently, behave differently and have different needs.

Thite (2004) believe that, the most important motivating factor in maintaining knowledge-based workers is Non-financial rewards than financial rewards. In the present study, Knowledge-based employee motivation factors are the creation of a culture of trust in the organization, Freely sharing information and knowledge, important and rewarding employees, Payment system and rewards commensurate with performance and Remuneration fit.

The findings of this study are aligned with Peterson and Felt that showed a culture of trust is an important element in the distribution of knowledge; with Bhatt (2002) findings that showed, Interpersonal trust has a lot of impact on knowledge sharing; And Lieberman and Montgomery (1988) quoted Lee and Maurer (2000) which have introduced The competence and motivation The main factor of trust. And the results of Horowitz (2003), the incentive to develop and share knowledge and Recognition reward system is motivation and retention factor of knowledge – based staff.

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How to Cite this Article:

Hosseini Tabaghdehi L., Prioritize the effective factors in maintenance staff knowledge of Universities, *Uct Journal of Management and Accounting Studies* 5(1) (2017) 1–6.