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Research Paper

Illustration of the Position of Knowledge-Based Management in Iranian Organizations

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Abstract **There is a degree of ambiguity, contradiction and complexity in the management capability and knowledge achievements of the organization, which needs to be designed and presented in a conceptual framework in a simple framework in order to reduce uncertainty in the management of the organization. The purpose of this study is to provide a systematic perspective on the knowledge-centered organization, continuity of survival and avoidance of organizational decline and on the other hand to create an understanding of the relationship between knowledge-based management and life and organizational decline in five organizations integrating in the banking industry. In this study, data were collected using a questionnaire from 150 managers, experts of five banks and financial and credit institutions (about to merge). In this study, two issues have been examined; First, using the method of performance importance analysis, the position of organizations in the two areas of knowledge-oriented and capital-based were examined. Two banks are in the position of innovative organization and two other banks are in the area of illusion, and one bank is on the border of excellence and illusion. Finally, with the structural modeling method based on the partial least squares approach, the interrelationship between knowledge-based**

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leadership with innovation, excellence, illusion control and organizational decline of the defined hypotheses have been tested that these variables reinforce each other. And the effect of independent variables on dependent variables is strong.

Keywords Knowledge-Based System, Organizational Knowledge Mind, Innovation, Illusion of Control, Smart PlS

Introduction

While the concept of "organizational knowledge mind" helps to create a knowledge-based management paradigm, many companies have realized that maintaining a competitive advantage requires fully exploiting the creativity and knowledge potential of all members of the organization. Knowledge-based management capacity in the organization is rapidly becoming a vital executive skill of this era (Soo et al , 2014). Knowledge is neither data nor information, although it is related to both,Organizational success and failure often depend on knowing which one you need, which one you have, and what you can do with each of them. (Davenport et al,1998).According to Davenport and Prask, knowledge is a combination of textual information, work experience, experience and expert value that leads to innovation and pristine experience (Abubakar et al, 2019). Therefore, organizations that have emerged within the paradigm of rationality and rationalism, seek to achieve the best results with the least resources (Mahdavifar, 2019).

Background

Webster (2014) defines intellect (wisdom) as knowledge gained through having many experiences in life and speaks of intellect as "insight". (Kim et al , 2014). Despite the background of reason in ancient thought, it seems to have been removed from the scientific map in the present age. Recently, however, a number of management and organizational scientists have become involved with this concept. At the individual level, reason is considered a capacity, and in the Aristotelian

context, practical reason is regarded as the intellectual superiority and transcendence of personality that is completed through uninterrupted action and habituation (Nonaka et al, 2014). Hirotaka Tauchi believes that leaders have to "know what needs to be done" for the common interests. He believes that new leaders will emerge who will win not by surviving the storm, but by changing the game.Hence, they need to practice new forms of leadership (Takeuchi, 2013). The new form of leadership in the new Chaotic period will be based on "practical wisdom" (Ding et al, 2019). Wisdom is the process by which we distinguish right from wrong and good from bad (Cooper, 2017). Current thinking in the study of reason sees the existence of reason not as a set of distinct attributes, but as a higher-order structure (Thomas et al, 2019). Reason enables individuals and social communities to learn and behave well in specific situations in order to achieve a common advantage without having to consider or even pretend those situations. Rooney and McKinna see reason as an open and balanced potential for leadership. Finally, Nanoka finds that reason is a way of showing what is good for the organization and the capabilities of its products. (Nonaka et al., 2014). Our wise actions in life make us happy and help us (George S Clason, 1926). Wisdom is a symbol of knowledge, and the potential by which it can be synonymous with science, awareness, calculation, analysis and, as stated, "I know what I do" (Nonaka and Toyama, 2007). Wei Zhou Ding et al., Based on Nanuka's description of wise leadership, concludes that wise leadership has a positive effect on organizational innovation performance (Ding et al, 2019). Epistemology is a word derived from two ancient Greek words, "epistem" means cognition or knowledge, and "loggia" means speech or theory. The word "opstem" has been translated into English as "knowledge" and in Arabic as "science" (Morteza Ali Nazaratizadeh, 2012). On the other hand, it is difficult to define knowledge management as knowledge itself (Earl, 2001). Knowledge work is a kind of intellectual and cognitive work in which new knowledge is created and used (Shujahat et al,2019). Knowledge is

defined as "information that exists in the minds of individuals" or as "experience and understanding of the individual" or as "a valuable form of information that is ready to be used in decisions and actions" (Paween, 2006 andChang et al, 2015). Droger and Henriksen make a further distinction between the categories of knowledge that reach the Greek philosopher Aristotle. This classification consists of two parts: "theory-epistemology-general knowledge" and "applied-technical-knowledge". Peter Drucker argues that "knowledge has become a major source of economics and perhaps the only source of competitive advantage" (Maseki, 2012and Maravilhas and Martins, 2019). Nanoka considers two dimensions to create knowledge: the epistemological dimension and the ontological dimension. The first dimension is related to the conversion of knowledge from the implicit to the explicit level and from the explicit to the implicit level. The second dimension is related to the conversion of knowledge from individuals to groups and more to the organization (belaidkridan, 2006and Bratianu, 2010). Knowledge management is a field that deals with how knowledge is identified, acquired, shared, applied and created and is institutionalized on the intellectual capital of the organization (Idelisse Rodríguez Martínez,2007and Rai, 2011).In their study, Sercino and Espito explained the degree of influence and intensity of the use of knowledge management systems in small and medium-sized organizations (Chaudhary, 2012 and Leila Sadeghi, 2016and Cerchione and Esposito, 2017).Knowledge provides the ability to respond to new situations (Bidmashkipour, 2012and Bruno, 2019). In 2012, John Pavlovsky and Marcus Beck presented a model in which the global knowledge management framework and the influential factors of knowledge management in the global situation were expressed (Pawlowski and Bick, 2012). Knowledge is the most important resource of modern organizations, and because of its uniqueness or competitive advantage, it is the only resource that is not easily copied by competitors (Maseki, 2012 and Ofoegbu, 2014). Achieving a "knowledge culture" requires managerial focus in three areas: organizational readiness,

knowledge asset management, and the use of leveraged knowledge for competitive advantage. On the other hand, Mustang and Bukhari believe that organizational culture and knowledge-based leadership influence knowledge sharing (Maseki,2012and Chmielewska et al,2013). In today's organizational studies, innovation is considered as a medicine for the survival of the organization. Therefore, pursuing practical wisdom to improve the performance of organizational innovation is essential for the sustainability of organizational competition (Ding et al, 2019). Managers can drive innovation and better organizational performance to achieve sustainable competitive advantage (Kalkan et al, 2014 and Nawab et al,2015). Through innovation, new values of the organization are created (Bidmashkipour, 2012and Olkiewicz, 2015). Qasem Ramezanpour Nargesi et al In their research confirmed the impact of internal (structure and process, financial and staff) and external (competitors, customers, political agents and universities) on open innovation (Miklyaev, 2013and Qasem Ramezanpour Nargesi et al, 2015). Innovation can be defined from two perspectives: traditional and knowledge-based. Innovation in traditional literature is the creation and use of new products and services and internal processes for customer satisfaction. On the other hand, the concept of innovation from a knowledge-based perspective defines innovation as knowledge-based and with results such as the number of new products introduced in the past few years (Shujahat et al, 2019). According to Christensen et al., A simple way to think about knowledge creation processes is to use the approach of resources, applications, achievements; First, there must be information resources and technical knowledge, which is based on individual knowledge base. Second, the organization and individuals must have the capacity to attract to internalize and integrate information and technical knowledge that is extracted from the "network" of contacts and resources, and be the basis for solving organizational problems, and finally, the achievements are: New or improved products and services, inventions, new marketing techniques, new management tools and administrative processes (Soo et

al, 2014). One of the most obvious forms of capital is cash (Seyed Hossein Sajjadi et al, 2011). Societies have experienced four different socio-economic stages throughout history, including primitive societies, agricultural societies, industrial societies, and information societies (Ozkan et al , 2017). In the transition to post-industrial society, intellectual capital is one of the key factors (Kireeva and Galiakhmetov, 2015). According to Peter Drucker, land, labor, and capital — the classical factors of production — have become the primary sources of knowledge for the new economy. Added value in many businesses today is in the form of knowledge, not "object" (Uit Beijerse, 1999and Seyed Hossein Sajjadi et al, 2011and Bonitz, 2011and 2012، Molodchik). Noradiva and Movahed argue that intellectual capital management should be injected into strategic management processes (Hamzah and Ismail, 2008). The source of economic value and wealth is not only the products produced by companies, but also their intangible assets, ie their intellectual capital (Berzkalne and Zelgalve , 2014and Nuryaman, 2015and Ozkan et al, 2017). Increasingly, a company's value is determined by its "intellectual capital" and less by its book value, such as its physical assets (Bagorogoza, 2015and Hashim et al, 2015). An organization can gain a long-term competitive advantage, especially if its knowledge cannot be copied or transferred (North, 2015). Communication capital includes understanding and interacting with players outside the organization (Idelisse Rodríguez Martínez, 2007). The company's ability to maintain good relationships with inside and outside the firm (Kalkan et al, 2014and Nuryaman, 2015). Structural capital is a tangible and explicable asset (Idelisse Rodríguez Martínez, 2007and Nuryaman, 2015). Human capital refers to the institutionalized skills in the organization that are not easily related to capital. Human capital is the "mental capability" or collective experience, knowledge and expertise of employees in an organization (Idelisse Rodríguez Martínez, 2007). In some studies, there is no relationship between intellectual capital, value added of intellectual coefficient and firm performance.

Huang and Hsu 2007, for example, concluded that structural capital and communication capital performed better, while human capital performed worse (Berzkalne and Zelgalve, 2014). In his study, Isaac Adizes found that organizations follow predictable cycles of growth and change. The seventh stage of this cycle is called aristocracy. At this stage, the organization is at its peak in terms of liquidity, funds are spent for profitability and money is spent to control the system and organization, and if the emphasis is on innovation in the organization, we can enter the next step. Fall is prevented and the organization can even be brought closer to the evolutionary stages (Adizes, 2004). According to Tse, a firm's competitive advantage lies in its "ability to create, transfer, collect, integrate, and exploit knowledge assets" (Soo et al, 2014).Blanchard identifies high-performing organizations that produce outstanding results with the highest level of employee satisfaction (Bagorogozaand Nonaka et al،2014). Alan Langer defines the "illusion of control" as the expectation of the probability of personal success above objective probability (Langer, 1975and Schwenk, 1985). The traditional approach to the illusion of control is expressed in terms of motivation(Yarritu et al, 2014). Illusion is defined in many sources as a kind of distraction in the senses and perceptual ability. A strong tendency for people to think that their activities cause things to happen, even if they have no effect on them (Langer, 1975and Yarritu et al, 2014). It is on this basis that man suffers from a kind of distance or cut from reality. Despite the weak link between information and action, organizations collect more information than they use. In collecting this seemingly useless information, they signal that they are organizations that make their decisions with the right information (Gino et al ,2011and Heimer, 2012and Ahmadian, 2013). On the other hand, the greater the degree of uncertainty, Especially for people who intend to take action, the illusion of control is more likely to occur (Pouria Nouri et al, 2020). Strategic decision making often involves a lot of uncertainty and ambiguity, and managers are involved in "limited rationality." Therefore, their cognitive processes may lead to

systematic decision bias (Schwenk,1985). Ahmadian has considered four types of illusions in his study; The illusion of being an object, the illusion of seeing nature, the illusion of immutability, the illusion of homogeneity (Ahmadian, 2013). Another study by Riggs showed that managers do not face a lack of access to knowledge, but rather a difficulty in applying knowledge to decision making and visualizing it in products / services and processes (Soo et al,2014). The view of the organization as a living thing was introduced in the mid-twentieth century. According to this view, every organization has a life cycle. Organizational life cycle refers to the evolution of an organization from its creation to its decline(death) (Rahimi, 2013). Extinction is one of the characteristics of all phenomena that exist in the world of creation; So that no trace of an immortal being has been recorded in the created world, Organization is one of the phenomena to which its creation depended after man; An organization that, although sometimes longer than a human, is always at risk of death. Organizational deaths can occur in different ways (Ali Asghar Pourezat et al., 2014). Any factor or obstacle that impedes the flow of information and the possibility of effective communication in the organization, It can be identified as a trigger for organizational stroke, which, if ignored, leads the organization to the abyss of stroke and ultimately leads to organizational decline and death. Information and knowledge are social and strategic tools for the survival and success of the organization (Maravilhas and Martins, 2019).

Method

In terms of the purpose of this research, it is applied and in terms of data collection method, it is a survey and the data collection tool is a questionnaire.The scope of this research is the merging banks before the merger process (banks about to merge, Mehr-eghtesad Bank, Ansar Bank, Ghavamin Bank, Hekmat Iranian Bank and Kowsar Financial and Credit Institution). This research was conducted in 2020 And the statistical population of this research is 150 experts of these banks. In this

study, first the theoretical foundations were studied and a conceptual model and a preliminary questionnaire were developed. with the presence of academic experts and the banking industry, the research model was reviewed and then a questionnaire with a 5-point Likert scale (very low to very high) was prepared. Klath North and Gita questionnaire was used to explain the mind-knowledge map of the studied organizations (North, 2015). In the next step, Based on the data of the questionnaire and with the method of analyzing the importance and performance of the situation of banks in terms of knowledge-based and then the reliability of the questionnaire with qualitative criteria and using structural modeling based on the partial least squares approach in software Smart PLS has been tested.

Finding

Importance and performance analysis(IPA) is one of the methods of gap analysis. This technique was first introduced in 1977 by John Martila and John James. This technique is very close to the SERVQUAL technique in terms of data collection method importance and performance analysis is an effective tool for assessing the competitive position of the organization, identifying opportunities for progress, as well as designing marketing strategies and targeted service delivery.

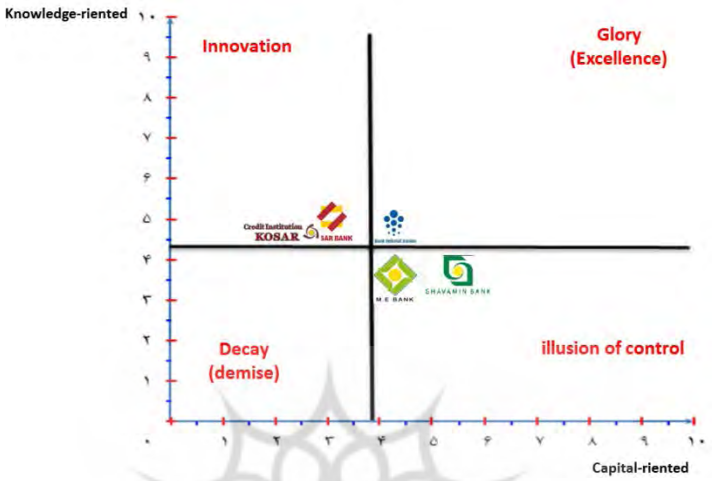

Figure 1
Position of the Surveyed Organizations

Figure 1 shows the position of the surveyed organizations based on the collected data. And it turned out that these organizations are in a position in terms of innovation, excellence, illusion and decline. In other words, it explains the knowledge orientation or capital orientation of the leaders of the organization. According to the data collected, respondents at Mehr Eghtesad Bank believed that the ruling mind of the bank's management was in a state of illusion. As Langer believes, this situation for individuals or organizations indicates that they do not pay attention to the environmental drive signal and attribute most of the success factors in the organization to themselves. The situation of Ansar Bank and Kowsar Financial and Credit Institution shows that these organizations pay the most attention to the innovativeness of the organization and the minds of the leaders of these organizations are innovative. And the Bank of hekmate Iranian is in a state of prosperity and is facing conditions that can be transferred to either region of innovation or illusion.

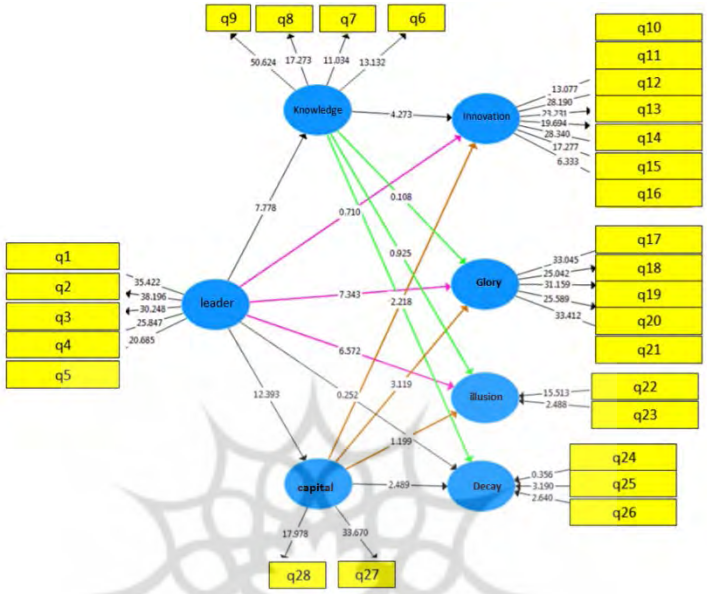

Figure 2
Model of Knowledge-based Management System

After the implementation of the Bootstarapping algorithm, the values of t-statistic are observed for all paths except the paths of knowledge-based leadership -> decline (death), knowledge-based leadership -> innovation, capital -> illusion, rationality -> excellence and rationality -> illusion They are larger than 1.96 and therefore significant. Therefore, we maintain significant paths and eliminate non-significant paths (with a t-statistic less than 1.96). The index with the highest factor load has a greater share in measuring its respective structure. Therefore, the mentioned indicators have the highest percentage of correlation with their own criteria. All values of t-statistic that show the significance of the effect of indicators are greater than 1.96 and at 95% confidence level all indicators are significant. The values of t-statistic for all structural indices are greater than 1.96, except for the index of lack of knowledge resources. In examining the relationship between latent variables, path coefficients actually show a direct effect. In paths where there is no

interfering variable, the overall effect value is greater. In the study and based on t-statistic, all overall effects are significant at 95% confidence level. Composite reliability measures the external validity of the measuring instrument. This criterion is used to measure reliability and is preferable to the Cronbach's alpha criterion. In a model suitable for exploratory purposes, the total reliability coefficients should be greater than 0.6 and for confirmatory purposes should be greater than 0.7 or 0.8 (Esposito et al. , 2010). In the calculations performed, all reliability coefficients are greater than 0.8. Therefore, the indicators are well explained by their hidden variables. Fornell Larker criterion measures the relationship of a structure with its indices in comparison with the relationship between that structure and other structures; So that the acceptable divergent validity of a model indicates that a structure in the model has more interaction with its indicators than with other structures. According to Fornell and Larker, divergent validity is acceptable when the amount of AVE for each structure is greater than the common variance between that structure and other model structures (Fornell et al. 1981).

Table 1
Fornell and Larker Criteria

Structures	Excellence	illusion	knowledge-based leadership	Decay(death)	Capital	Rationality	Innovation
Excellence	0.829						
illusion	0.735						
knowledge-based leadership	0.750	0.670	0.822				
Decay(death)	0.524	0.409	0.434				
Capital	0.636	0.526	0.704	0.486	0.835		
Rationality	0.447	0.364	0.611	0.465	0.396	0.766	
Innovation	0.662	0.506	0.587	0.709	0.543	0.648	0.748

As shown in the Fornell and Larker criteria table, all model constructs interact more with their indices than with other structures. R Square Values of 0.19, 0.33 and 0.67 indicate weak, medium, and strong values, respectively (China et al., 1999). The data in the R-Square table indicate that in the model all coefficients of determination are above 0.5, which indicates that the ability to predict dependent variables by their independent variables is high.

Table 2
R Square

Structures	R Square
Excellence	0.620
illusion	0.542
Decay(death)	0.510
Capital	0.586
Rationality	0.515
Innovation	0.515

Cohen expressed the values of 0.02, 0.15 and 0.35 as moderate and strong weak values, respectively. According to the results, the effect size is strong for all independent structures on dependent structures.

Table 3
Effect Size

Structures	Excellence	illusion	knowledge-based leadership	Decay(death)	Capital	Rationality	Innovation
Excellence							
illusion							
knowledge-based leadership	0.438	0.815		0.200	0.984	0.596	
Decay(death)							
Capital	0.060			0.208			0.202
Rationality				0.207			0.453
Innovation							

Using the non-parametric Stone-Geiser test, if Q2> 0 holds for any of the latent variables, we conclude that the model has good predictability (Dillon et al., 1987).The incremental and Communality cross-validation table shows the Q2 values for the measurement model (indicators: Cross Validation Communality) as well as the structural model (hidden variables: Cross Validation Redundancy).

Table 4
Cross Validation Redundancy and Communality

Structures	Cross Validation Redundancy	Cross Validation Communality
Excellence	0.389	0.520
illusion	0.242	0.059
knowledge-based leadership		0.509
Decay(death)	0.224	0.293
Capital	0.333	0.134
Rationality	0.212	0.323
Innovation	0.268	0.409

All table values are absolutely greater than zero. We conclude that the structural model and the measurement model have good predictability. Due to the meaningless paths that we have eliminated, these paths will not be considered in the study of indirect effects. According to t-statistic, all indirect effects are significant at 95% confidence level. When the role of mediation was significant, in the second stage, the intensity of this role of mediation can be determined. To do this, the VAF statistic is used, which takes a value between 0 and 1. The closer this value is to 1, the stronger the effect of the mediating structure. The hypothesis of the mediating effect of capital on the relationship between knowledge-based leadership and excellence is confirmed with a path coefficient of 0.15 and a t-statistic of 2.997 at a significance level of 0.95. In this study, the value of VAF is greater than

0.2 and less than 0.8, which is a mediating role of confirmation and partial.

Table 5
Intensity of Mediation (VAF)

Intermediate paths of independent, dependent and mediating variables	VAF	effect
Knowledge-based leadership -> Capital -> Excellence	0.21	partial
Knowledge-based leadership -> Capital -> Decay(death)	0.87	complete
Knowledge-based leadership -> rationality -> Decay (death)	0.87	complete
Knowledge-based leadership -> Capital -> Innovation	0.67	partial
Knowledge-based leadership -> rationality -> innovation	0.74	partial

Conclusions

This research has taken a step towards the effect of the knowledge-mindedness of the organization and the knowledge-based leadership of the studied firms (merging banks) in the banking industry of the country. In the first hypothesis, it was found that knowledge-based leadership in the organization does not lead to innovation! In other words, this result indicates that the innovation of the organization depends on many other factors in the medium and long term, including the existence of technical and cultural infrastructure that can be sought in the development of intellectual capital of the organization The second hypothesis in this study examines the effect of knowledge-based leadership on organizational excellence and this hypothesis has been accepted. In other words, it is inferred that the knowledge mind of the organization can create the ground for commitment to training, continuous improvement, improvement of management systems to create team work in the organization, and in the long run expect the innovative organization. The results of the study in the third hypothesis indicate that knowledge-based leadership leads to the illusion of control and strengthens Langer's theory of empowerment in individuals. As knowledge-based leaders seek the relationship between organizational performance and intellectual capital in times of economic turmoil (Sumedrea, 2013, 1), Knowledge leaders

may become empowered in leading an organization (Langer, 1975, 1) and misunderstand environmental signals, leading to inability to make decisions. The result of testing the fourth hypothesis of this research confirms that knowledge-based leadership does not lead to the decline of the organization. Organizational innovation is related to many factors. With the introduction of the rationality mediator variable in the fifth hypothesis, it became clear that knowledge-based leadership with the effect of the rationality mediator variable (knowledge management) leads to organizational innovation and this hypothesis was accepted. In the sixth hypothesis, with the introduction of the mediating variable of rationality, the result is the opposite and knowledge-based leadership with the intervention of the mediating variable of rationality does not lead to the excellence of the organization. According to the result of the third hypothesis and the effect of knowledge-based leadership on the illusion of control (acceptance of the hypothesis), in the seventh hypothesis with the entry of the mediating variable of rationality, in the above relationship, it was found that knowledge-based leadership has no effect on the illusion of control. In the fourth hypothesis, the effect of knowledge-based leadership on organizational decline was rejected, while with the introduction of the mediating variable of rationality in this regard, in the eighth hypothesis, it became clear; Knowledge-based leadership affects organizational decline and leads to organizational death! Strategic decision making often involves a lot of uncertainty and ambiguity, because managers are subject to "limited rationality" so their cognitive processes may lead to systematic decision bias (Schwenk, 1985, 5). In the ninth hypothesis, with the intervention of the capital mediator variable, it became clear that knowledge-based leadership can affect the innovation of the organization. In other words, the leaders of the organization can move towards an innovative organization with the development of appropriate infrastructure in the medium and long term with knowledge-based leadership. Where traditional economies focus more on land, labor, and capital as the main factors of production, in the

knowledge-based economy, knowledge has become the main factor of production, which maintains its competitive advantage. Uit Beijerse, 1999). While knowledge-based leadership has an effect on organizational excellence and was examined in the second hypothesis, in the tenth hypothesis, with the entry of the capital mediator variable in this relationship, it was found that knowledge-based leadership leads to organizational excellence by intervening capital variable. Achieving organizational development and success definitely depends on the extent to which human resources are developed and available. As businesses become more complex, dynamic, and competitive, intangible assets become more valuable, in other words, the capacity to create value in intellectual capital becomes more important to the organization (Sumedrea, 2013, 1). According to the result of the third hypothesis, that knowledge-based leadership in the organization leads to the illusion of control, in the eleventh hypothesis, with the entry of the capital mediator variable in this relationship, it became clear that knowledge-based leadership in the organization does not lead to the illusion of control. In the twelfth hypothesis, the relationship between knowledge-based leadership and the entry of capital variables on the decline of the organization was examined and the hypothesis has been accepted. In other words, Capital means that Stewart is a collection of knowledge, information, technology, intellectual property rights, experience, organizational learning and competencies, team communication systems, customer relationships and brands that are able to create value for an enterprise. And defines it as intellectual capital (Kalkan et al, 2014). And if the leaders of the organization have the right mentality, they can guarantee the survival of the organization. In the end, it is suggested that using the neural network method and fuzzy logic, the position of organizations can be calculated from the perspective of the components of this model in relation to knowledge-oriented.

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