

# THE EFFECT OF KNOWLEDGE MANAGEMENT AND ORGANIZATIONAL INNOVATION ON IMPROVING THE LEVEL OF ORGANIZATIONAL AGILITY OF MEGAMOTOR COMPANY

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**Abstract: -**

*The aim of the present study is to investigate the effect of knowledge management and organizational innovation on Megamotor Company's agility. In order to find out whether there is a relationship between these two variables, a filed research was selected. The time frame of the present study is from February 2017 to July 2018 and the time of distribution of the questionnaire was May 2018. The present study is a part of the field of management and in relation to the effectiveness of the mediating role of innovation and knowledge management on company's agility. 335 people were randomly selected as the ultimate subjects of the present study. Analyzing the obtained data, it was found that there is a meaningful relationship between knowledge management and organizational innovation.*

## INTRODUCTION

Manpower has the ability to process other resources and create the services and goods for which the organization was established. One of the most important tasks is the planning of human resources. Human resource management through efficient planning can effectively provide the volume and composition of manpower needed for the future or capabilities of existing forces. Therefore, in order to maintain the existence of the organization and achieve its goals, human resource planning must have a high priority. It should be noted that effective and efficient human resource planning and basically any kind of planning requires information, especially processed information (Bahadori et al, 2015).

Knowledge management is an important category that is sought in organizations to explain how to transform individual and organizational information and knowledge into individual and group knowledge and skills. In order to succeed in knowledge management, knowledge-based management should not be considered as an end-to-end process. Knowledge management will never end, because the distribution of required knowledge is constantly evolving. (Martinez et al, 2017). In addition to the above, according to the process of production and formation of knowledge, it is clear that knowledge is first produced in the minds of people and by sharing it can be transformed into organizational knowledge and organizational knowledge itself will be a source for individual knowledge production. Therefore, organizational capital is mainly in the minds of individuals. This vital and important knowledge is provided to the organization when the employees are willing to cooperate and share knowledge, and in addition, effective arrangements and mechanisms have been provided by the organization in this regard (Simchi, 2015).

With the change of job and organizational position, as well as the retirement of some employees, valuable knowledge that is the result of years of work experience will be easily lost and the organization will not be able to use it if they do not use effective methods of knowledge sharing. If individual knowledge is not shared with others, it will have an impact on companies' growth. It will not expand the existing knowledge in the organization and no new knowledge will be produced (Yu et al, 2017).

Nevertheless, there is growing knowledge in business about the importance of knowledge as a vital resource for organizations. In the new economy, individuals and organizations focus on maintaining and enhancing their knowledge capital. They put a lot of emphasis on initiative and creativity. Although knowledge management is a relatively old concept, but with the approach of the mid-2011 and the importance of knowledge and its effect on maintaining competitive power in economic markets, knowledge management has become particularly important.

On the one hand, one of the salient features of leading organizations, whether public or private, is creative performance in order to achieve insight and correct judgment about organizational agility. Nevertheless, leading organizations do not stop collecting and analyzing performance-related information, but use innovative knowledge management to improve organizational agility and use effective strategies consistently (Martinez et al 2017).

On the other hand, organizations today have realized that nothing is as important as knowledge and knowledge cannot place them in the desired competitive world. Therefore, more than anything, knowledge management, the most important capital of organizations, has been considered as a tool that can gather existing knowledge and give order and dynamism and spread throughout. But the experience of many companies in organizational learning has failed, and this is because organizational learning is seen as a temporary transient that this kind of thinking permeates all levels of the organization and leads to the failure of organizational learning programs and knowledge management in organizations (Hasan Beigi, 2012).

However, the best and newest way for organizations to survive and succeed in this turbulent market is to focus on Organizational agility. Organizational agility is an informed and comprehensive response to ever-changing needs. In competitive markets and the success of the opportunities that the organization obtains, agility is a paradigm to operate in today's business arena and to develop new mental perceptions about production, the client and provides customer, supply and sales, purchasing, various forms of business relationships, performance appraisal of employees and organizations, etc. The basic concept of agility is, in fact, the breaking down of traditional ways of thinking, relationships and hierarchies (Al hakim et al 2014).

Dynamic agility, on the other hand, embraces change, is aggressive and growth-oriented, and seeks victory and success. Profit, market share, and gaining customers in competitive markets are what many organizations are afraid to enter these markets due to the turmoil. Agility, continuously, on Employee and organization performance, value of products and services, constant changes in order to achieve opportunities results in customer attraction (Al Mahmud, 2018).

The basis of agile organization, integration information system / technology, people (employees), business processes and equipment, within a coordinated organization and flexibility to respond quickly to environmental events and changes. In general, an agile organization can lead to lower production costs, increasing market share, satisfying customer needs, facilitating the rapid introduction of new products, and eliminating value-added activities, and enhance the organization's competitiveness. Thus, agility as a 21st century business paradigm and as a successful and winning strategy in the present era is in question (Salvati and Reshadat, 2016).

### **The statement of the problem**

According to the necessities mentioned above, it can be inferred that knowledge management and organizational agility is considered as one of the essential pillars of any organization and both are necessary and attractive categories, but are the organization's efforts to manage knowledge always accompanied by success? In case of failure of knowledge management in the organization, in what cases should its root be sought and the main causes of failure of the management system? What is knowledge and agility in organizations? Among these are the major problems and possible issues that Megamotor Company, as one of the largest groups in the field of construction of power plants, factories and infrastructural. Industrial, Oil and Gas Industries, Drilling and Rail Transportation Activities investigated knowledge management and

organizational agility and directing these two components in order to improve productivity and upgrade technological capacities through which attribute to the existence of traditional management in this group, the existence of fixed work procedures due to bureaucracy Striking its administrative processes as well as lack of knowledge of employees and senior managers with new approaches, so the main issue of the present study is finding out the effect of the mediating role of innovation in the relationship between knowledge management and organizational agility of Megamotor Company.

The word agile is defined as speed and power of response when facing internal and external events of the organization. Agile organizations are designed to understand and anticipate changes in the business environment and in this regard to its structuring. Awareness and flexibility can be the main factors that create and promote organizational agility. Agile production is a way to change the method of production, design and management and marketing. It is a large and small organization. In agile production, which is a social change, organizations use an external organizational resource. Given the key elements of improving productivity, agile production is quite desirable for advanced production (Naqavi, 2016). According to Farist (2015), the reasons why organizations need agility are:

- \*Short-term market opportunities
- \*Rapid introduction of new services to the market
- \* Unpredictable continuous changes at the market level
- \* Integrate the core capabilities of independent companies to take advantage of immediate opportunities (Saha, 2018).

Knowledge management includes all activities that make knowledge available, in a way that knowledge Getting it right to the right people is essential (Yu et al., 2017). On the other hand, Aziz et al. (2018) believe that knowledge management includes all activities that create, store the knowledge and make it available in such a way that the right knowledge is available to the right people. The concept of agility has been introduced by researchers at the Yakuka Foundation, and after its first introduction, it has received increasing attention from researchers and the industrial community. So far, many studies have been published on this subject in an attempt to provide a definition of agility. Commonly accepted definitions of agility relate to the ability of organizations to respond quickly and effectively to changes in market demand, with the goal of finding customer needs in terms of price, features, quality, quantity, and delivery.

Agile firms respond quickly and effectively to changing markets. In addition, agility affects the organization's ability to produce and deliver new products at cost-effective costs. Reducing production costs, increasing customer satisfaction, eliminating value-added activities, and increasing competition are some of the benefits that can be achieved through agility strategies. The comprehensive definition of performance agility is the ability to survive and thrive in an environment of constant and unpredictable change.

Moreover Innovation means putting creative thinking into action (Yousefi et al., 2016).

According to Davenport and Poursak (1998) knowledge Management Is considered a structured approach that includes procedures for identifying, evaluating, organizing, storing, and Apply knowledge to meet the needs and goals of the organization. In another definition knowledge management involves the combination of internal and external information and their conversion into active knowledge through the technology platform.

Today, all managers have several mechanisms to improve internal efficiency and face many effective challenges in business competition, but in fact there are only two major factors that distinguish managers from others as a unique and capable person: Customers and employees. We know that the quality of employees' work, how they cooperate and help, and the common ground in which they make decisions distinguish the best from the ordinary and the successful from the unsuccessful. Sustainable as well as part of They use job strategies.

### **Agility and its components**

In the current environment, agility means reacting effectively to a changing and unpredictable environment and using Those changes are seen as opportunities for organizational development, but in the dictionary the word agile is used to mean fast, agile, active, the ability to move quickly and easily, and the ability to think boldly and intelligently. Has been. The root of agility comes from agile production and agile production is a concept that has become popular in recent years. Kidd (2001) summarizes the main points of the agile paradigm as follows

Agility is related to the concepts of competition, business activities and organizational structures in the 21st century.

-There is no more agility about technology development, although technology plays a very important role in it.

Agility is another way to refer to lean manufacturing, flexibility and integration of computer systems

Agility is a strategic response, not a tactical one, and is related to the creation of a defense mechanism against the primary competitive forces, which is done through cooperation and partnership.

Agility is a holistic concept

According to Sharifi and Zhang (1999), agility means the ability of any organization to sense, perceive and predict changes in the workplace. Such an organization should be able to detect environmental changes Look at them as factors of growth and prosperity. Elsewhere, they show agility in their ability to overcome Unexpected Challenges to Meet Unprecedented Workplace Threats and Benefit From Change They are defined as opportunities for growth and development.

Brian Muskle (2001) Agility is the ability to thrive and Definition of prosperity in an environment of constant and unpredictable change. In this regard, organizations should not Be afraid of changes in their work environment, avoid them; Rather, change must be an opportunity to gain Imagine a competitive advantage in a market environment.

Vernadat (1999) believes that agility can be defined as the close alignment of the organization with the needs of variability in order to gain a competitive advantage. In such an organization, the goals of the employees are in line with the goals of the organization, and the two work together to respond appropriately to the changing needs of customers (Rajabzadeh, 2016).

In terms of results and implications, agility means dynamic, situational, and daring change. Ensures success in terms of market share, and access to mass customers. In other words, here Agility refers to the ability of a business unit to grow and survive in a competitive environment where changes are continuous and unpredictable, and requires a rapid response to changing markets.

According to Kidd (1999), in order to operationalize the agility paradigm, it can be considered as a combination of countless institutions, each of which has several key skills or competencies for joint activities and can help the organization to respond quickly to the needs of Customer variable, prepare. It is quite obvious that the main purpose of Kidd here is the virtual organization. Kidd mentions one of the most comprehensive definitions of organizational agility as follows:

Agile organization is a fast, adaptable and knowledgeable business that has the ability to adapt quickly in response. Unpredictable developments and events have market opportunities and customer needs. In such a business, processes and structures are found that facilitate speed, adaptation and robustness, have a coordinated and orderly organization that has the ability to achieve competitive performance in a completely dynamic and non-dynamic business environment. It has a prediction and of course this environment is not disproportionate to the current functions of the organization (2000).

Today, the environment of organizations is pregnant with many changes, opportunities and challenges that the ability to face them can be expected from organizations. On the one hand, having a strategic view of change and the opportunities resulting from change, and on the other hand, improving the capabilities and infrastructure of the organization can be a good mechanism for long-term and sustainable success of the organization. With this in mind, this article discusses the definitions, features, and key themes of the emerging agility paradigm as a starting point for basic research. In the field of organizations, it is not only the field of production that is the origin of agile production (Denison et al. 2010).

Innovation is the application of new ideas resulting from creativity. In fact, it is called innovation to implement the idea of creativity that is presented as a new product or service. Innovation is with ideation, but innovation is beyond that. Creating a new product and inventing is different. Invention means inventing and supplying. Today, innovation is the introduction of a new product and means the most important factors of economic growth. Innovation in the social space is considered as a supporter of entrepreneurship. Social innovation and business innovation often go hand in hand (Mohammadi, 2014).

Innovation occurs when an idea as a product, process or service through the technology cycle and the stream of innovation can achieve the benefits of continuous change in the organization. Creativity and innovation are not a mysterious talent of individuals, but a daily activity to establish relationships that have not been seen before, and to communicate between issues that are usually not put together consciously and purposefully. Knowledge creation refers to the ability of organizations to create new and useful ideas and solutions. Organizations with

Development and restructuring of past and present knowledge in different ways to create new facts and concepts. Knowledge creation is an important process in which motivation, indoctrination, experience, and chance play an important role. The criterion for measuring new knowledge is its effective role in solving current problems and innovation in the market. However, it is not recommended that organizations try to generate new knowledge under any circumstances.

There are several ways in which experiences can be re-tested. For example, any organization can use the strategy of imitating, replicating and replacing part of existing knowledge. In some cases, an organization can improve its capabilities by relying on its capabilities and reducing shortcomings. An organization can create a stronger knowledge base by strengthening the capabilities of research and development, surveying the external environment and applying spending technology.

To implement knowledge management in any organization, one must pay attention to factors such as organizational structure, existing technologies in the organization and organizational culture. While planning to achieve organizational goals, knowledge management should be considered in the organization; this means in formulating strategic plans every organization should also pay attention to the knowledge capital available in the organization. For this purpose, knowledge teams in organizations are created that play a significant role in implementing knowledge management in the organization. In fact, knowledge teams in any organization move the knowledge cycle in that organization and to produce, organize, store and share knowledge at the organizational level.

Each organization can have specific policies for employees who participate in knowledge sharing. One of these policies is to reward employees based on the amount of knowledge they share in the organization. This can increase the motivation of employees to share their knowledge. It should be noted that knowledge evaluation should also be done in the organization's programs to determine the effectiveness of knowledge. Certainly included knowledge management in the strategic plans of the organization is not alone in the implementation of sufficient knowledge management. In today's world we have to use information technologies to successfully implement knowledge management in our organization.

The purpose of creating databases is to determine which Employees, in what subject and in which part of the organization has special knowledge to be able to do if needed. In fact, with the help of knowledge maps, knowledge placement becomes easy. In addition to paying attention to knowledge management in the structure of the organization and the use of existing technologies in the organization to implement knowledge management requires another very important factor, which seems to be regardless of this factor. Despite paying attention to the previous two factors, success in the implementation of knowledge management is excluded.

In the current environment, agility means reacting effectively to a changing and unpredictable environment and using those changes as opportunities for organizational development, but in essence the word agile in culture means fast moving, agile, active, the ability to move quickly and easily and being able to think boldly and cleverly. The root of agile production is a concept that has become popular in recent years and has been accepted as a successful strategy by manufacturers who are preparing themselves for a significant increase in performance.

According to Sharifi and Zhang (1999), agility means the organization's ability to sense, perceive and anticipate changes in the business environment. Such an organization must be able to recognize environmental changes and use them as factors for growth and blooming (Zarei et al., 2016)

Elsewhere, they show agility in their ability to overcome unexpected challenges to deal with unprecedented business environment threats and benefiting. They define change as opportunities for growth and development. Agility is defined as the ability to thrive and thrive in environments that are constantly changing and unpredictable. In this regard, organizations should not be afraid of changes in their work environment and avoid them, but should make changes an opportunity. To gain a competitive advantage in the market environment.

Vernadat (1999) believes that agility can be achieved as the close alignment of the organization with the changing needs of work, in order to gain a competitive advantage. In such an organization, the goals of the employees are in line with the goals of the organization and these two are combined with each other. They seek to respond appropriately to the changing needs of customers. In terms of results and implications, agility to the meaning of dynamic change is considered to be positional and bold, which means success in market share and reaching mass customers. In other words, agility refers to the ability of a business unit to grow and survive in a competitive environment where change is continuous and unpredictable and requires a rapid response to changing markets.

According to Sharifi and Zhang (1999) agility means the ability of any organization to sense, perceive and predict changes in the work environment. Such an organization should be able to detect environmental changes and look at them as factors of growth and prosperity. Elsewhere, they show agility in their ability to overcome unexpected challenges to meet unprecedented workplace threats and benefit.

In terms of results and implications, agility means dynamic, situational, and bold change that ensures success in terms of market share, and access to mass customers. In other words, here agility refers to the ability of a business unit to grow and survive in a competitive environment where changes are continuous and unpredictable, requiring a rapid response to changing markets. Without a doubt, this is done by creating value in the products and services required by customers.

Therefore agility can be defined as an organization's ability to respond quickly to market needs and customer needs. According to Kidd (1994), in order to operationalize the agility paradigm, it can be considered as a combination of countless organizations, each of which has several key skills or competencies for joint activities and can help the organization to respond quickly to a need. Customer variables, ready Formation.

### **Innovation**

Ufa (2002) classifies innovation into three categories: technological, market, and organizational;

#### **Technological innovation:**

Relationships are the components, methods, processes, and techniques used in a product or service that may or may not require organizational innovation. It can be product innovation, process or be a service. Product / service innovation must be a new product that aims to satisfy a part of the needs of the market. Process innovation introduces elements of the organization's operations by introducing elements such as workflow mechanism, information and equipment used in the production of product / service

#### **Market innovation:**

It includes new knowledge in distribution channels, product and applications for customer expectations, value, needs and wants, and its main purpose is to improve the mix of product marketing, price, distribution and promotion. Frascati Manuel (2003) states that market innovation focuses on the marketing of new products and all activities that are in some ways related to the development of a new product. These activities may include Market segments include product acceptance in various markets and advertising, but does not include the creation of distribution networks for market innovation (Saberri, 2016)

#### **Radical innovation:**

This innovation is the result of successful management of the company in cases where the business model and technology change simultaneously. Appropriate radical innovation can bring about fundamental change in the competitive industry environment. Excessively radical innovations can waste resources and create expectation, unrealistic about creating new things in the future that can be deadly for the company. Without strong support for capabilities in gradual and influential innovations and creating a combination strategic of all kinds of innovations, radical innovation can be very costly.

#### **The innovation process is divided into four main stages:**

Idea: Gathering potential innovations, rooting ideas, evaluating and then presenting ideas;

Explanation of the conceptual model: Extensive and detailed review and evaluation and then development of the conceptual model to reach the solution, implementation and marketing;

Execution: Execution and testing of the solution to reach the final product;

Marketing: All steps related to motivating and then meeting customer needs including supply, production, equipment, Marketing and sales.

**The significance of the study**

Most authors have defined knowledge management as the process of finding valuable information and turning it into knowledge. It becomes necessary for decision-making and action. Lati and Berlin (2010) state that the only lasting competitive advantage for any company is to use the capacities defined for it.

Utilizing technological capacities often requires innovation, and hence innovation management for most Companies are very important. In addition to the above, Azmi (2005) believes knowledge management is a framework or system designed to help organizations so that organizations can get access to acquisition, analysis, application and reuse of knowledge and orientation of organizational learning and make better and faster decisions in today's complex world to improve and enhance the performance of the organization (Yu et al, 2017).

On the other hand, as we enter the 21st century, organizations and individuals are experiencing new phenomena and events that may have had their roots in growing years ago. The introduction of the element of information technology in each field, the need for speed of action and response to customers and the increasing changes in the market and the needs of consumers, the need for more flexibility in organizations and production, moving towards the concept of agility in the organization. This concept, which arises from the needs of new organizations, in fact in creating a network in the physical and virtual fields, eliminating waste in the organization are among the most important developments and new approaches in the field of management and organization (Mao et al., 2015).

One of the concepts or paradigms that is less than two decades old goes beyond the concept of agility that arises from the need for new organizations to evolve previous approaches. Like manual production, mass production is pure production. On the other hand, over the last two decades, organizational agility has been considered as one of the key factors of competition and success of organizations and is highly regarded researchers and experts in production and operations management (Al Mahmid, 2015).

**Research Variables**

Research variables include organizational knowledge management as an independent variable according to the dimensions of knowledge creation (knowledge Creation), knowledge acquisition, knowledge organization, knowledge storage, knowledge dissemination and application of knowledge based on the model of Aziz et al. (2018); Organizational agility with respect to dimensions of flexibility, accountability, culture of change, Speed, integration and human resources as a dependent variable of Tilka et al (2017) innovation model according to the dimensions of overt and covert innovation is extracted from the Human (2015) model and the model a concept has been drawn based on it.

**Research hypotheses**

There is a significant relationship between knowledge management and organizational agility of Megamotor Company with the mediating role of innovation

**Methodology**

In terms of method, this research is a descriptive cross-sectional survey, and in terms of purpose, it is applied research and in terms of type, it is in the field of field research. A statistical community is a group of people, groups, objects, or events that have one or more characteristics in common. The number of members of a community is called the size or size of the community and is denoted by the capital letter N. In other words, a group of people who have one or more common traits and these traits or traits are considered by the researcher Are. A community may include all individuals, a particular species, or a limited number of the same group. Therefore, with these definitions, the statistical population of this research consists of all the employees of Megamotor Company, full-time employees, numbering 2640 people.

It is a subset of society, whose members are part of the main community

In a broad sense, an example is a set of signs that belong to a section or group of society

Larger has been selected, so that the attributes of the members of this set, representing the qualities and comprehensive characteristics of the sample, provide greater information on the basis of which the characteristics can be

Society judged; in other words, by studying the sample and finding the properties and relationships

Examples that are questioned are:

In this research, based on the characteristics of the following experts and scholars among the knowledge and organizational agility

The statistical population is selected:

- Holds a bachelor's degree or higher;

- Adequate familiarity with topics related to knowledge management and organizational agility;

- Adequate mastery of the basics of knowledge management and organizational agility;

- Has educational and research background in the field of knowledge management and organizational agility.

Due to the above limitation and based on the information and statistics of the training department of Megamotor Company, this number is 335

Are studied by purposive non-random sampling.

The collection of information required for the research will be done in the field and by referring to the location of employees.

- Library studies, including the study of domestic and foreign books and publications, and searching Internet databases in order to obtain theoretical foundations and use the experiences of other researchers.

Using the questionnaire tool as the main tool for data collection to achieve the desired data.

### Research collection tools include

In the present study, this variable is based on the scores obtained from the standard questionnaire of Aziz et al. (2018). Considering the dimensions of knowledge creation (knowledge creation), knowledge absorption, knowledge organization, knowledge storage, knowledge dissemination and application of knowledge consisting of 24 questions (4 questions in each dimension) and using Likert 5-choice spectrum (completely opposite: 1, opposite: 2, comment: 3, agree: 4 and completely agree: 5) is measured.

Organizational agility;

This variable uses dimensions such as flexibility, responsiveness, culture of change, speed, integration and human resources and using the standard questionnaire of Adnan and Mohammad (2014) consisting of 12 questions each. Then 2 questions are measured.

Organizational Innovation;

This variable in the present study using the dimensions of hidden innovation and overt innovation and using a questionnaire Rio Standard (2015) consists of 10 questions (5 questions per dimension) and using a 5-choice Likert spectrum. Strongly disagree: 1, disagree: 2, comment: 3, agree: 4 and strongly agree: 5.

In the present study, this variable is based on the scores obtained from the standard questionnaire of Aziz et al. (2018). According to the dimensions of knowledge creation (knowledge creation), knowledge absorption, knowledge organization, knowledge storage, dissemination Knowledge and application of knowledge consisting of 72 questions (2 questions in each dimension) and using a 2-choice spectrum Likert (strongly disagree: 0, disagree: 7, disagree: 1, agree: 2 and strongly agree: 2) is measured.

Organizational agility is measured using dimensions such as flexibility, responsiveness, culture of change, speed, integrity and human resources and using the standard questionnaire of Adnan and Mohammad (2014) consisting of 12 questions and 2 questions in each dimension.

Organizational innovation in the present study using the dimensions of hidden innovation and overt innovation and using a questionnaire Rio Standard (2015) consists of 10 questions, each with 5 questions and using a 5-choice Likert spectrum (Completely Disagree: 1, Disagree: 2, Opinion: 3, Agree: 4 and Completely Agree: 5).

This research is an applied research in terms of purpose. Also this research is based on the nature. Data collection is a field research and is in the category of descriptive-survey research.

### Research time domain

The time frame of the present study is from February 2017 to July 2018 and the time of distribution of the questionnaire was May 2018. The present study is part of the field of management and in relation to the effectiveness of the mediating role of innovation in the relationship between Knowledge management and organizational agility of Megamotor Company. The spatial scope of the present study is limited to Megamotor Company.

The statistical population of this research is all the employees of Megamotor Company, full-time employees, numbering 2640 people. It has used Morgan table to determine the sample size. The number of samples with 95% confidence level and with an error level of 0.05, 335 people are obtained. The sampling method in this research is simple random sampling. Due to little scientific research on the effectiveness of the mediating role of innovation in the relationship between knowledge management and organizational agility of Megamotor Company in Iran, the lack of research due to the result of Iran's inquiry in Megamotor Company is new and innovation in research.

This study is the first in Megamotor Company to determine the effectiveness of the mediating role of innovation in the relationship between knowledge management and organizational agility simultaneously from three updated models for measuring the dimensions of variables. Aziz and his colleagues' model (2018).

In order to assess management they considered organizational knowledge as an independent variable according to the dimensions of knowledge creation, knowledge absorption, knowledge organization, knowledge storage, knowledge dissemination and knowledge application; Model Tilka et al (2017) in order to measure organizational agility with respect to the dimensions of flexibility, responsiveness, culture of change, speed, integration and human resources and Human model (2015) in order to measure the variable of innovation according to the dimensions of overt innovation and covert innovation. By testing the hypotheses of this research, it can guide the managers of Megamotor Company in order to improve organizational agility so that they can make decisions with more confidence and reliance.

### Review of the Literature

Kashidar et al. (2019) in a study entitled Knowledge Management and Organizational Agility with a mediating role Innovation with the aim of determining the relationship between knowledge management and organizational agility with the mediating role of innovation to this. They concluded that the relationship between knowledge management and organizational agility with the mediating role of organizational innovation. There is meaning.

AlMahmid (2018) in a study entitled The Impact of Organizational Learning and Innovative Knowledge Management on Capacities Technology and agility of small and medium industries came to the conclusion that organizational knowledge management has a significant effect on organizational agility in a positive and direct direction.

Saha (2018) in a study entitled Organizational Knowledge Management and Organizational Agility concluded that There is a positive, direct and significant relationship between organizational agility and knowledge management strategies.

Yu et al. (2017) in a study entitled Organizational Agility and Knowledge Management Strategies Found that organizational learning and innovative knowledge management affect the technological capacity and agility of industries. Small and medium has a significant effect.

Martinez et al. (2017) in a study entitled The Role of Innovative Knowledge Management on Environmental Capacities with The mediating role of organizational innovation It was concluded that innovative knowledge management has a significant effect on environmental capacities with the mediating role of organizational innovation.

Commission & Lopez (2016) in a study entitled The Impact of Organizational Innovation on Technological Capacities and Organizational Performance concluded that organizational innovation has an impact on technological capacity and performance an organization has a positive and significant effect.

Salavati and Reshadat (2016) in a study entitled The Impact of Communication and Information Technology and Capacities Knowledge management on organizational agility concluded that the relationship between knowledge management and organizational agility is significance

Al-Hakim et al. (2014) in a study entitled The effect of implementing knowledge management strategies in achieving Innovation and learning and improvement of organizational performance concluded that knowledge management strategies have a significant effect on achieving innovation and learning and improve organizational performance.

**Methodology**

**Data analysis method and results**

In order to analyze the data obtained from the questionnaires collected from the spectrum scale Five-choice Likert is extracted, descriptive statistics methods (to estimate frequency distribution, mean calculation and standard deviation) and inferential statistics are used. Given that the measurement of responses on the Likert scale is qualitative, so to convert them into quantitative responses of number options is used. Also, at the inferential level, the path coefficient and the structural equation model are used to test the hypotheses. Also, all stages of testing and analysis of hypotheses using SPSS V: 23.0 and AMOS V: 18 software package are used

**Statistical description of central indicators and dispersion of research variables**

The answers obtained from the questionnaire collected for the research variables, which was calculated from the sum of the answers given to the questions of each variable

Frequency distribution and percentage of statistical sample responses to research variables

Research Variables	sample	Min	Max	Mean	SD
Knowledge Management	335	1	5	3.21	0.524
Organizational Agility	335	1	5	3.23	0.522
Organizational innovation	335	1	5	3.24	0.356

This table shows the central indicators and the distribution of the answers given to the questions related to the research variables, the average of the variables of knowledge management, organizational agility and innovation. According to the respondents, the organization is 3.21, 3.23 and 3.24, respectively, which the amount of all the above variables is above average (in the range of neither agree nor disagree - agree). In other words, as can be seen, the observed mean of the variables is higher than the theoretical mean, ie the value of 3, and this indicates that the respondents in the answer to the questionnaire questions have chosen more pros and cons. In other words, the level of research variables is higher than the average level

Kolmogorov-Smirnov test (K-S) to determine the normality of the distribution

In this study, in order to investigate the normality of the distribution of knowledge management research variables, organizational agility and organizational innovation, the K-S test was used, which shows the normality of the distribution of the above variables. To test the normality, statistical assumptions are set as follows:

H0: The sample has a normal distribution

H1: The sample has no distribution

Kolmogorov-Smirnov test (K-S) to determine the normality of the distribution

Research Variables	sample	mean	SD	Meaningful level K-S	Test result
Knowledge Management	335	3.21	0.524	0.657	Normal
Organizational Agility	335	3.21	0.522	0.072	Normal
Organizational innovation	335	3.21	0.356	0.095	Normal

According to the information in the table and considering that the significance level for the research variables is higher than the computational significance level at the 95% confidence level of 0.05 Therefore, it can be acknowledged that the research variables have a normal distribution.

In general, according to the results obtained from the table, it can be stated that the ratio of Chi-square to the degree of freedom is less than three and the values of GFI, CFI, IFI, and NFI are more than 0.90. It indicates the proper fit of the model that does not need to be adjusted.

In the following, according to the output of the research model, the research hypotheses will be expressed and examined. Hypothesis 1: There is a significant relationship between knowledge management and organizational agility of Megamotor Company

H0: There is no significant relationship between knowledge management and organizational agility of Megamotor Company



H1: There is significant relationship between knowledge management and organizational agility of Megamotor Company

Test result	Meaningful number (t-value)	Coefficient Path (B)	Path From variable to variable	Hypothesis
Reject H <sub>1</sub>	0.30	0.03	Knowledge M Agility	1

Considering the calculated error level, which is higher than the computational error level of 0.05, and also the calculated t for this hypothesis, which is between the critical values at the 95% confidence level (+1.96 and -1.96), it can be inferred that between knowledge management And there is no significant relationship between Megamotor's organizational agility. Hypothesis H1 is therefore rejected and hypothesis H0 is confirmed.

Hypothesis 2: There is a significant relationship between knowledge management and organizational innovation of Megamotor Company.

H0: There is no significant relationship between knowledge management and organizational innovation of Megamotor Company

H1: There is significant relationship between knowledge management and organizational innovation of Megamotor Company

Test result	Meaningful number (t-value)	Coefficient Path (B)	Path From variable to variable	Hypothesis
Confirm H <sub>1</sub>	10.58	0.72	Knowledge M Agility	2

Given the calculated error level which is less than the calculated error level of 0.05 and also the calculated t for the hypothesis that between the critical values at the confidence level 95% does not fit it can be inferred that the relationship between knowledge management and organizational innovation of Megamotor Company There is a significance that according to the computational path coefficient which is between +1 and 0, this relationship to the face is positive and direct. The results also show that knowledge management has a 72% effect on organizational innovation of Megamotor Company. So Hypothesis H1 is confirmed and Hypothesis H0 is not confirmed.

Hypothesis 3: There is a significant relationship between organizational innovation and organizational agility of Megamotor Company.

H0: There is no significant relationship between organizational innovation and organizational agility of Megamotor Company.

H1: Hypothesis 3: There is a significant relationship between organizational innovation and organizational agility of Megamotor Company.

Test result	Meaningful number (t-value)	Coefficient Path (B)	Path From variable to variable	Hypothesis
rejection H <sub>1</sub>	1.67	0.716	Innovation Agility	3

Considering the calculated error level, which is higher than the computational error level of 0.05, and also the calculated t for this hypothesis, which is between the critical values at the 95% confidence level (+1.96 and -1.96), it can be inferred that there is a meaningful relation between organizational innovation and Megamotor's organizational agility. Hypothesis H1 is therefore rejected and hypothesis H0 is confirmed.

Main Hypothesis: There is a significant relationship between Knowledge Management and Organizational Agility of Megamotor Company with the Mediating Role of Innovation

H1: There is no significant relationship between Knowledge Management and Organizational Agility of Megamotor Company with the Mediating Role of Innovation

H0: There is a significant relationship between Knowledge Management and Organizational Agility of Megamotor Company with the Mediating Role of Innovation

Test result	Z test	Meaningful number (t-value)	Coefficient Path (B)	Path From variable to variable	Hypothesis
rejection H <sub>1</sub>	1.80	1.77	0.12	Agility innovation	4

Considering the calculated error level, which is higher than the computational error level of 0.05, and also the calculated t for this hypothesis, which is between the critical values at the 95% confidence level (+1.96 and -1.96), it can be inferred

that there is a meaningful relation between Knowledge management organization agility of Megamotor organizational agility with the Mediating Role of Innovation. Hypothesis H1 is therefore rejected and hypothesis H0 is confirmed.

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