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**THE STUDY OF INFORMATION TECHNOLOGY EFFECT AND THE KNOWLEDGE
MANAGEMENT PROCESS IMPLEMENTATION ON THE ACQUISITION OF
COMPETITIVE ADVANTAGES CASE STUDY, THE PRIVATE INSURANCE
COMPANIES IN SISTAN AND BALUCHESTAN PROVINCE**

NAZILA SHEKH OVEISI¹, MOHAMMAD GHASEMI^{2*}

1- Department of Management, Faculty of Humanities, Zahedan Branch, Islamic Azad
University, Zahedan, Iran

2- Assistant Professor, Department of Management, University of Sistan and Baluchestan,
Zahedan, Iran

ABSTRACT

The main objective of the present study has been the study of information technology effect and the knowledge management process implementation on the acquisition of competitive advantages for the private insurance companies located in Sistan and Baluchestan province for the first quarter of 2014 and to do so the knowledge management has been studied from four general aspects which include the followings: the knowledge acquisition process, knowledge application, knowledge conversion, knowledge transfer and knowledge protection. To collect the information required for the literature cited section and the theoretical bases of the study the library method has been used and for the collection of the data needed for the hypotheses tests there has been made use of the questionnaires.

The results of the current study shows that the knowledge management activities and information technology exert a direct, strong and significant influence on obtaining competitive advantages for the private insurance companies located in Sistan and Baluchestan province.

**Keywords: Information technology, knowledge management, competitive advantages,
private insurance**

1. INTRODUCTION

In the information and communication era, the traditional perspectives and approaches to the competitive advantage and benefit cannot respond to the organizational needs for the creation and stabilization of the competitive benefits along with the competing capability and proper response to the necessities of the competitive environment and market. Therefore, it is necessary to develop new perspectives and approaches corresponding with the present era conditions regarding the current topic. Because the concentration point of the competitive benefits is on the quality of performing the tasks rather than the availability of the resources and special markets, so the knowledge and information are proposed as the preliminary base for having access to the chief qualifications and they are regarded as the organization optimum performance keys. In other words, the ability of an organization in the creation and preservation of the competitive advantage depends on that organization's knowledge (Aqazadeh and Esfandani, 2007). Complexity, diversity and rapid and increasing changes are the distinct features of the today's organizational environment. One solution which helps organizations to develop strategic capabilities in confrontation with uncertainty is the knowledge

management. In martin's idea, the rapid globalization pace and the contrast between technology and organizational changes are the reasons for giving importance to the knowledge topic (martin, 2000). Organizations develop via the acquisition, creation, apportionment and utilization of knowledge and through the deployment of the resources based on knowledge they can adapt themselves to the external changes and attain competitive advantages (Nguyen, 2010). Nowadays, the countries are classified according to their capabilities in the production and utilization of knowledge (torjman et al, 2004). The business and scientific societies both believe that the organizations having knowledge power can preserve their long-term superiorities in the competitive fields and this is why during the recent years the knowledge management subject matter has become an important and vital topic (Bhatt, 2001). In other words, nowadays knowledge is a valuable asset which is the foundation of sustainable development and the sustainable competitive advantage key in an organization (Seyyed Mohsen Allameh et al, 2010). In the present climate of the global competition increase there is no doubt regarding the value of knowledge and learning in the improvement

of the organization's capabilities (Pretto & Revilla, 2004). In fact, in order for the organizations to be able to succeed in the present competitive world they need to consider the adjust sustainable and intelligent strategies of the knowledge management processes (Kangas, 2005).

According to the knowledge management and information technology and the competitive advantages importance, the present study deals with the study of the information technology and knowledge management process implementation effects on the acquisition of competitive advantages in the private insurance companies in sistan and baluchestan province.

1. Problem proposition:

The information era and being knowledgeable is a new title which is used for the present time. Today, organizations, products, relations and generally their transactions and interactions are performed in a virtual environment and the changes have been so severe and extreme that the technology and products life length have been reduced to their minimums, the sustainable creation and the preservation of competitive advantages via relying on the old and traditional capabilities and competencies for the successful existence and the survival

of the entity in the competitive environments and markets are not sufficient. This necessitates the new policies and being oriented towards the novel competencies which are based on it and km. Therefore in the today's world the km and the communication and information technology are of pivotal role in the creation and sustainment of the competitive advantages for the companies. Companies with information and communication competencies and qualifications can enjoy their successful and continuous existence in the markets and by relying on these qualifications they enable themselves to create competitive advantages and they can survive and sustain themselves through the on-time and correct utilization of these advantages and bring themselves excellent performance (Aqazadeh and Esfidani, 2007). The knowledge capital is the latent and hidden asset for the organizations through the management and administration of which they can obtain competitive advantages (Daneshfard and Zakeri, 2009). In fact, knowledge can be regarded as the competitive advantage for the organizations and it provides them with the ability to survive, compete and overtake the others (Moqeli, 2006). And it is in a manner that Peter Drucker recognizes the success secret

of the organizations in the 21st century as the knowledge management. The importance of the km in the present century is to the extent that Taylor knows it as a movement which will conquer the next era (Rem, 2000, 11). Since knowledge has an important strategic role, many of the companies effectively apply the km due to its competitive advantages and its influence lever and power. Km is the systematic and explicit management of the knowledge which is linked with the creation, collection and distribution and utilization of the knowledge (Goodarzi et al, 2009).

In order for the organizations to survive in the today's competitive world have no choice other than the acquisition of the competitive advantages (Barney, 1986). Getting the competitive advantages automatically leads to the increase in efficiency (reed and Defilippi, 1990). Due to the competitive advantages in the long-term success of the company, many of the researchers have tried directly or indirectly to understand the origin of the competitive advantages (Priem and butler, 2001)

2. Study background:

- Asefzadeh and Piri, 2004, "distribution, key activity in the knowledge management", this study is a systematic review (regular) by

making use of the library resources from the management faculty and medical information center and the central library of the Iranian medical sciences and internet searches via search engines like Google, mamma and science direct, Pubmed sites in a time period between 1990 and 2003 and the national site or the research publications on disability. The result is that each and every organization in the today's world thinks of competitive advantages, specially organizations which are active in the area of research need to prepare and implement appropriate plans for the distribution of the knowledge through considering the efficient distribution features and via the participation of the users in order for the produced knowledge to become an applied knowledge.

- Mahdyeh, 2009, "km and the company's competitive strategy; the role of the strategic reference points role", in the current study the relationship between the competitive strategy and the knowledge management strategy has been surveyed by the use of a review of the theoretical bases and the strategic

reference point theory, the result is that the organizations with the objective of increasing the efficiency are more concentrated on the encrypting strategy of the knowledge and the organizations in pursue of creating distinction pay attention to the customization strategy.

- Moqeli, 2006, “the role of knowledge management success vital factors in the acquisition of competitive advantages”, in the present study two methods of library and survey studies have been utilized. In this study, it has been dealt with the survey of the vital factors for the km success; their role in the creation of competitive advantages for two of the most famous and popular television making companies in the country and the results show that these two companies have substantial weaknesses in applying the km and this can be related to their lack of correct and clear understanding of km and its benefits by the staff and directors.
- Rahimnya et al, 2011, “the conceptual model of knowledge value and the competitive advantage strategies”, in this article by referring to the value

chain model the knowledge inspired by the porter value chain and helical overlap of knowledge with this value chain a conceptual model for the recognition of the knowledge value role in the realization of the competitive strategies of the organization has been dealt with in order to create competitive advantage, the result is that the knowledge value chain activities play a significant role in the realization of the organization’s competitive strategies via the increase in the innovation pace, information acquisition, market research, flexibility, continuous learning and so on.

- Ansari reenani and qasemi nameqi, 2009. “ the evaluation of the km effect on the creation of competitive strategy distinguished from the organization’s value chain activities”, in the present study after the library studies and the discovery interviews, the km effective components on different sections of the organization were extracted and they were evaluated via contextualization research and questionnaire tools, the results obtained from the current study shows that the organizations in

case of utilizing the km mechanism systematically enable themselves to obtain ca in various parts of the value chain which can be put into practical use in the competition arena.

- Conradie, 2013, “km as a sustainable competitive advantage in steel industry”, this empirical research is focused on the productive facilities located in the southern Africa and a factory located in brazil. This study has two qualitative and quantitative approaches. The researchers used tools such as opinion polling and questionnaires for gathering the required data. In the quantitative study approach the data take the form of digits and numbers, the study findings indicate that there is a significant relationship in the use of knowledge as a sustainable competitive advantage among the steel companies in brazil and southern Africa in such a manner that the maturity level of the km and the organizational learning in the Brazilian Monluad institution is more than the institutions from southern Africa.
- Kanya et al, 2012, “km and competitive advantage: the mutual

effects of market orientation”, in this research the study population is 11153 organization and the sample volume was selected based on the randomized simple sampling from among 715 organizations. The primary information was collected by the use of the researcher-made questionnaire and for the data analysis there was made use of the inferential and descriptive statistics. The findings indicate that there is a positive relationship between the km and competitive advantage and this relationship increases extremely via the market orientation effect.

- Oung, 2012, “the sustainable competitive advantage through the it qualifications: a perspective based on the resources extant in the small and medium-sized companies”, the data required for this research was collected from the small- and medium-sized companies located in Malaysia by utilizing various methods during the time period from may, 2007 to July, 2007. For data analysis the SPSS software was used, the findings indicate that it can lead to competitive advantage only through being merged with the human factors.

- Chung, 2012, “a perspective based on km capabilities and competitive advantage: an empirical survey”, in this study the collection of the polls from 177 companies were analyzed, the results confirm the km social source effect on competitive advantage. Km technical source has a negative relationship with the competitive advantage and the km capabilities are considerably and significantly related to competitive advantage.
- Ndlela and Toit, 2012, “the creation of a km program for getting competitive advantage in a company, this study has been performed in Scom company located in southern Africa and the data required for this study have been collected via interviews. For data analysis, according to the theory root, the data were encrypted or they were analyzed based on encrypted processes, the findings suggest that the km leaders play a significant role in the organization’s intellectual assets management which is of the highest potential for the sustainable competitive advantage resources.

3. Study hypotheses:

- a) The main hypotheses:
 1. The km process has a positive and significant effect on the competitive advantage in the private insurance companies.
 2. Information technology has a positive and significant effect on the competitive advantage in the private insurance companies.
- b) **The secondary hypotheses:**
 1. The knowledge acquisition process has a positive and significant effect on the attainment of the competitive advantage in the private insurance companies.
 2. Knowledge conversion process has a positive and significant effect on the attainment of the competitive advantage in the private insurance companies.
 3. Knowledge utilization process has a positive and significant effect on the attainment of the competitive advantage in the private insurance companies.
 4. Knowledge preservation process has a positive and significant effect on the attainment of the competitive advantage in the private insurance companies.

5. Information technology has a positive and significant effect on the attainment of the competitive advantage in the private insurance companies.

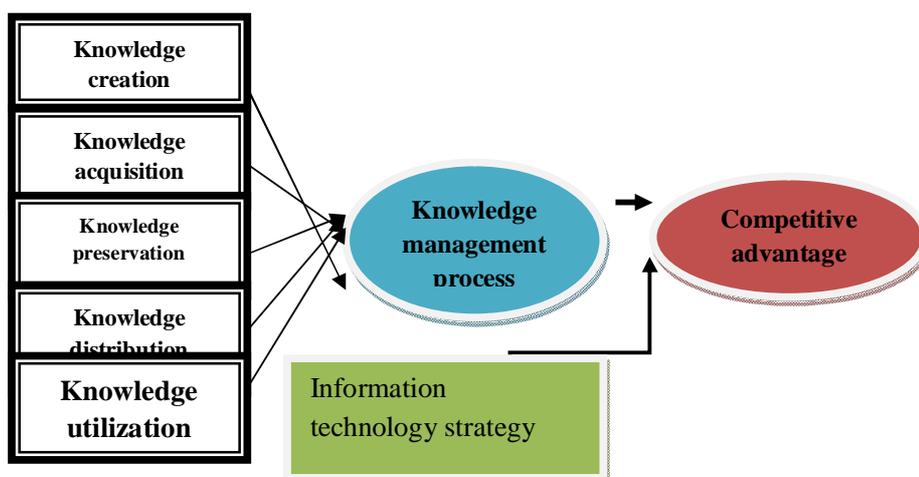
4. The study methodology:

This study is of descriptive- and survey- type and from the objectives point of view it is an applied research, because they are performed with the aim of applying these results in the capital market. The sample population of the current study includes all of the staff members of the private insurance companies in the city of Zahedan and their number gets to 210 people and it is limited and definite, the sample volume has been determined based on the Jessio Morgan’s table and in the selection of the samples the randomized

sampling method was used and it is in such a manner that after the selection of the studied sample from the study population the questionnaire were sufficiently printed and they were administered to the managers and the experts. Therefore, based on the Morgan’s table the totally130 persons were chosen as the statistical sample. The method used for the data collection is the survey method. The information has been collected through a standard questionnaire. After the data collection, the calculations and the data classifications were performed for hypotheses tests by making use of excel spreadsheet software. Then for the hypotheses tests the Eviews software was used.

5. Study pattern:

The conceptual model of the study is as follows.



The dependent variable for the competitive advantage acquisition and the independent variables include the km aspects. All of the variables will be measured by the use of the respective questionnaires.

Knowledge acquisition:

Attaining knowledge about the customers, the creation of the new knowledge from the extant knowledge, attaining knowledge regarding the suppliers, the distribution of knowledge around the organization, obtaining knowledge related to the new intra-industry products/ services, inter-individual knowledge exchange

Knowledge conversion:

Knowledge filter, transferring the organizational knowledge to the individuals, integration of the various resources and kinds of knowledge, organizing (storing/filing) knowledge, the substitution of the obsolete knowledge

Knowledge protection:

Knowledge protection from the improper use of the knowledge in the organization, protecting the knowledge from improper use of the knowledge outside the organization, knowledge protection from the knowledge robbery inside the organization, knowledge protection from the robbery from outside, a widespread policy and method for the protection of business secrets, the existence

of the clear communications which is an important part of the knowledge protection, the existence of the knowledge protection culture

Knowledge utilization:

Productivity improvement by the use of knowledge, the adjustment of the strategic orientation by the use of knowledge, the existence of processes for the use of the knowledge in the development of new products/services, the existence of the processes for the use of knowledge in the resolution of new problems, the adaptability of the knowledge resources with the problems and challenges, the shift in the knowledge uses based on the competitive situations, the use of the new knowledge advantages.

Information technology:

The possibility for the staff members to be able to work with the individuals outside the organization, determining the location of special kinds of knowledge (as a specimen an individual, special system or database), the individuals as a group can use a source or a point on time for learning from various locations, individuals as a group can make use of multiple sources or multiple points on time from various locations.

Competitive advantage:

The use of innovation based on the knowledge, the development of a collection of products without an increase in the costs by making use of the organization management, the km capabilities being difficult and costly to be reiterated in other organizations, the market position of the

organization offers a strong barrier for the entrance of the other companies.

6. Study findings:

a. The hypotheses normality test:

To address the normality of the study hypotheses there was made use of the Kolmogorov-Smimov test.

Table 1: the variables normality test:

Variables	Kolmogorov-Smirnov test	Significance level
Knowledge acquisition	1.031	.238
Knowledge conversion	.712	.691
Knowledge utilization	.450	.299
Knowledge protection	.741	.642
It	.777	.582

As it is observed since the significance level for all of the variables is more than 0.05, therefore the variables of the present study have normal distribution.

7-2. Hypothesis tests and their results

The current study has 2 primary hypotheses and 5 secondary hypotheses and below it is dealt with the hypotheses tests.

7-2-1. The first secondary hypothesis test:

- The knowledge acquisition process has a positive and significant effect

on the attainment of the competitive advantage in the private insurance companies.

According to the variables scale and their type of distribution, for testing this hypothesis there was made use of the Pierson correlation coefficient. The results obtained from the Pierson test are introduced in table 2.

Table 2: the results obtained from the Pierson test for the first hypothesis

Variable	Competitive advantage
Knowledge acquisition	0.709
Pierson correlation coefficient	0.024
The one-way significance level	132
Number	

As it is evident from the table, because the unilateral significance level (0.024) is lower than 0.05, the h0 is rejected. In other words, with the confidence level of 95% it can be claimed that the knowledge acquisition process variable has a significant and

meaningful effect on the competitive advantage.

Since the correlation coefficient in the above table is 0.709 therefore it can be concluded that the knowledge acquisition process

variable exerts a direct and strong effect on the competitive advantage.

7-2-2. The second secondary hypothesis test:

- Knowledge conversion process has a positive and significant effect on the attainment of the competitive

advantage in the private insurance companies.

According to the variables scale and their type of distribution, for testing this hypothesis there was made use of the Pierson correlation coefficient. The results obtained from the Pierson test are introduced in table 3.

Table 3: the results obtained from the Pierson test for the second hypothesis

Variable	Competitive advantage
Knowledge conversion	
Pierson correlation coefficient	0.746
The one-way significance level	0.000
Number	132

As it is evident from the table 3, because the unilateral significance level (0.000) is lower than 0.05, the H_0 is rejected. In other words, with the confidence level of 95% it can be claimed that the knowledge conversion process variable has a significant and meaningful effect on the competitive advantage.

Since the correlation coefficient in the above table is 0.746 therefore it can be concluded that the knowledge conversion process variable exerts a direct and strong effect on the competitive advantage.

7-2-3. The third secondary hypothesis test:

- Knowledge utilization process has a positive and significant effect on the attainment of the competitive advantage in the private insurance companies.

According to the variables scale and their type of distribution, for testing this hypothesis there was made use of the Pierson correlation coefficient. The results obtained from the Pierson test are introduced in table 4.

Table 4: the results obtained from the Pierson test for the third hypothesis

Variable	Competitive advantage
Knowledge utilization	
Pierson correlation coefficient	·/695
The one-way significance level	·/001
Number	132

As it is evident from the table 4, because the unilateral significance level (0.001) is lower than 0.05, the H_0 is rejected. In other words, with the confidence level of 95% it can be

claimed that the knowledge utilization process variable has a significant and meaningful effect on the competitive advantage.

Since the correlation coefficient in the above table is 0.695 therefore it can be concluded that the knowledge utilization process variable exerts a direct and strong effect on the competitive advantage.

7-2-4. The fourth secondary hypothesis test:

- Knowledge preservation process has a positive and significant effect on the attainment of the competitive

advantage in the private insurance companies.

According to the variables scale and their type of distribution, for testing this hypothesis there was made use of the Pierson correlation coefficient. The results obtained from the Pierson test are introduced in table 5.

Table 5: the results obtained from the Pierson test for the fourth hypothesis

Variable		Competitive advantage
Knowledge preservation	Pierson correlation coefficient	·/707
	The one-way significance level	·/000
	Number	132

As it is evident from the table 5, because the unilateral significance level (0.000) is lower than 0.05, the H_0 is rejected. In other words, with the confidence level of 95% it can be claimed that the knowledge preservation process variable has a significant and meaningful effect on the competitive advantage.

Since the correlation coefficient in the above table is 0.707 therefore it can be concluded that the knowledge preservation process variable exerts a direct and strong effect on the competitive advantage.

7-2-5. The fifth secondary hypothesis test:

- Knowledge technology process has a positive and significant effect on the attainment of the competitive advantage in the private insurance companies.

According to the variables scale and their type of distribution, for testing this hypothesis there was made use of the Pierson correlation coefficient. The results obtained from the Pierson test are introduced in table 6.

Table 6: the results obtained from the Pierson test for the fifth hypothesis

Variable		Competitive advantage
Knowledge preservation	Pierson correlation coefficient	·/888
	The one-way significance level	·/033
	Number	132

As it is evident from the table 6, because the unilateral significance level (0.033) is lower than 0.05, the H_0 is rejected. In other words,

with the confidence level of 95% it can be claimed that the knowledge technology process variable has a significant and

meaningful effect on the competitive advantage.

Since the correlation coefficient in the above table is 0.888 therefore it can be concluded that the knowledge technology process variable exerts a direct and strong effect on the competitive advantage.

8.The first hypothesis regression test: after the correlation test we deal with the survey of the simultaneous effect of the variables knowledge acquisition, knowledge conversion, knowledge utilization, knowledge protection and information

technology on the competitive advantage in the private insurance companies via the multiple regression test. Before doing so, we need to deal with the regression model hypotheses tests.

8.1 Regression significance test:

According to the f-value in the table related to regression, because the significance level is lower than 0.05, therefore the regression model is significant.

8.2 The collinearity test

The study variables collinearity test is as follows:

Table 7: the collinearity test

Model	Row	Eigen value	Condition index
1	1	5.295	1.000
	2	1.115	2.180
	3	1.056	2.172
	4	.952	2.358
	5	.943	2.417
	6	.937	2.556

As it is clear from the table 7 the Eigen value is indicative of the internal correlation possibility between the variables. From the other hand, all of the condition indices are lower than 15 which is suggestive of the non-existing collinearity among the independent variables.

8.3 The absence of autocorrelation test

The Durbin-Watson value in the table is indicative of the autocorrelation between the study variables. Since this value in each of the regression test tables is between 1.5 and

2.5, therefore there is no autocorrelation between the study variables.

8.4 The hypotheses tests and their results:

In this section we deal with the survey of the simultaneous effect of the knowledge acquisition variables, knowledge conversion, knowledge application, knowledge protection and it on the competitive advantage attainment. In the following table the estimated coefficients for the regression equation have been provided:

Table 8: the results obtained from the multivariate regression

Variable type	Symbol	Variable name	Coefficient	T-value	Significance level
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Dependent variable	Y	Competitive advantage acquisition	-	-	-
Constant value	α	Alpha	3.870	2.015	0.000
		Knowledge acquisition process	0.445	1.055	0.043
		Knowledge conversion process	0.394	1.995	0.003
		Knowledge utilization process	0.299	1.615	0.000
		Knowledge protection process	0.193	1.217	0.000
		It	1.221	1.773	0.000
		Durbin-Watson	1.863	-	-
		F-value	1.084	-	0.000
R		Correlation coefficient	0.767	-	-
R square		Determination coefficient	0.589	-	-
Adjusted r square		Adjusted determination coefficient	0.582	-	-

*: significance level is equal to 0.05.

As it is indicated by this table 8, the variables of knowledge acquisition, knowledge conversion, knowledge application, knowledge protection and it (p-value <5%) exert a significant and meaningful effect on the competitive advantage. According to the obtained coefficient in the regression table, the variables knowledge acquisition, knowledge conversion, knowledge application, knowledge protection and it have a direct effect on the attainment of the competitive advantage and the effect of the it on the competitive advantage attainment is more than the other variables.

Based on the amount of the f-value the fitness of the regression pattern is significant and meaningful and according to the determination coefficient, these variables

account for 58.9% of the changes in performance.

The Durbin-Watson value is between 1.5 and 2.5 so it can be concluded that there is no autocorrelation problem among the variables.

9 DISCUSSIONS AND CONCLUSIONS:

According to the hypotheses analyses which were offered in chapter 4, the general conclusions for the present study are as follows:

1. According to the correlation test for the first hypothesis indicating the positive and significant effect exerted by the knowledge acquisition on the competitive advantages attainment; because the unilateral (one-way) significance level (0.024) is less than

0.05 the H_0 hypothesis is rejected. In other words, it can be said with the confidence level of 95% that the knowledge acquisition process variable has a significant and meaningful effect on the competitive advantages attainment. Since the correlation coefficient in this test equals 0.709, therefore it can be concluded that the knowledge acquisition process variable exerts a strong and direct effect on the competitive advantages attainment. According to the hypothesis test one can conclude that acquiring knowledge regarding the customers, creation of new knowledge from the extant knowledge, acquiring knowledge regarding the suppliers, distribution of the knowledge around the organization, acquiring the knowledge related to the new products/services inside the industry and knowledge exchange between the individuals can lead to competitive advantage attainment.

2. According to the correlation test for the second hypothesis indicating the positive and significant effect exerted by the knowledge conversion on the competitive advantages attainment;

because the unilateral (one-way) significance level (0.000) is less than 0.05 the H_0 hypothesis is rejected. In other words, it can be said with the confidence level of 95% that the knowledge conversion process variable has a significant and meaningful effect on the competitive advantages attainment. Since the correlation coefficient in this test equals 0.746, therefore it can be concluded that the knowledge acquisition process variable exerts a strong and direct effect on the competitive advantages attainment. According to this hypothesis test we can draw this conclusion that the more the established knowledge conversion processes are enabled or in other words the processes which move in the direction of making the current knowledge useful and they can be emerged via some of the other processes such as organizing, presenting (marshar et al, 1996), merging (Nielsen, 2006), combining, structuring, coordinating (Moore, 1996), or distribution (davenport et al, 1996) and they are implemented successfully the more they can result in the competitive advantages.

3. According to the correlation test for the third hypothesis indicating the positive and significant effect exerted by the knowledge utilization on the competitive advantages attainment; because the unilateral (one-way) significance level (0.001) is less than 0.05 the H_0 hypothesis is rejected. In other words, it can be said with the confidence level of 95% that the knowledge utilization process variable has a significant and meaningful effect on the competitive advantages attainment. Since the correlation coefficient in this test equals 0.695, therefore it can be concluded that the knowledge acquisition process variable exerts a strong and direct effect on the competitive advantages attainment. According to this hypothesis test we can reach to this conclusion that the higher the knowledge sharing process in offering commodities and services and organizational actions for the creation of value in the organization, the accountability in relation to the customer knowledge, the accountability regarding the technology of the opponents and competitors and the accountability for

the knowledge in respect to the technology the higher the competitive advantages attainment.

4. According to the correlation test for the fourth hypothesis indicating the positive and significant effect exerted by the knowledge preservation on the competitive advantages attainment; because the unilateral (one-way) significance level (0.000) is less than 0.05 the H_0 hypothesis is rejected. In other words, it can be said with the confidence level of 95% that the knowledge preservation process variable has a significant and meaningful effect on the competitive advantages attainment. Since the correlation coefficient in this test equals 0.707, therefore it can be concluded that the knowledge acquisition process variable exerts a strong and direct effect on the competitive advantages attainment. According to this hypothesis test we can conclude that the more the knowledge is protected against the improper use or robbery from inside or outside the organization, and it is also protected by limiting the access to the knowledge resources by creating technologies such as

password and the more the knowledge is implicitly protected, the more competitive advantages can be attained.

5. According to the correlation test for the fifth hypothesis indicating the positive and significant effect exerted by the knowledge technology on the competitive advantages attainment; because the unilateral (one-way) significance level (0.033) is less than 0.05 the H_0 hypothesis is rejected. In other words, it can be said with the confidence level of 95% that the knowledge technology process variable has a significant and meaningful effect on the competitive advantages attainment. Since the correlation coefficient in this test equals 0.888, therefore it can be concluded that the knowledge acquisition process variable exerts a strong and direct effect on the competitive advantages attainment. According to this hypothesis test it can be concluded that the more advanced be the km, that means the central processor, personal computers and internet networks are effectively established, they can act like a powerful tool and the more they can

insure us of effective and efficient tools for each and every aspect of the km such as domination and capturing, sharing and application of the knowledge (Moffett et al, 2003) the more competitive advantages can be attained.

6. According to the multiple regression test among the dependent and independent variables, the results indicate that the knowledge acquisition variables, knowledge conversion, knowledge utilization, knowledge protection and it (p-value <5%) affect significantly and meaningfully the competitive advantages attainment. According to the coefficient obtained from the regression table, the variables knowledge acquisition, knowledge conversion, knowledge utilization, knowledge protection and it have a direct effect on the competitive advantage attainment and the effect of it on the competitive advantage attainment is greater than the other variables.

10 Useful suggestions:

1. According to the results obtained from the first hypothesis test there are suggestions made to the private

insurance companies for knowledge acquisition as follows:

- Paving the way for the advancement and the growth of the implicit knowledge as the intra-organization knowledge source
 - Establishment of growth and advancement centers inside the research and development branch of the organization as a locality for supporting the new ideas
 - Knowledge acquisition from the outside of the organization
 - Following the pattern of successful organizations
 - Acquiring knowledge from the internet
2. According to the results obtained from the second secondary hypothesis test, there are suggestions made to the private insurance companies for knowledge acquisition as follows:
- Identification and sharing the regulations, evidences and documents related to every position
 - The establishment of rewarding system based on the amount of the knowledge exchange in the organization
 - The electronic interational meetings

- The creation of the software knowledge bank

3. According to the results obtained from the third secondary hypothesis test, there are suggestions made to the private insurance companies for knowledge acquisition as follows:

- Re-engineering the old solutions for the future problems
- Documentation of the experiences originating from previous projects for the general use
- Creation and holding conversation offices in the organization in order for the colleagues to be able to ask and respond.

4. According to the results obtained from the fourth secondary hypothesis test, there are suggestions made to the private insurance companies for knowledge acquisition as follows:

- The creation of online knowledge store system in the organization
- Explicit document management including the reports, plans and so forth
- The establishment of systems preventing the staff from early exit from the organization

5. According to the results obtained from the fifth secondary hypothesis

test, there are suggestions made to the private insurance companies for knowledge acquisition as follows:

- The utilization of the up-to-date technologies extant in the world
- The establishment of the computer networks in various levels of the organization.

These results conform to the results obtained by Conridie (2010), Kamyra et al (2010), Nguyen (2010), Mahdyeh (2009), Moqeli (2006) and Daneshfard and Zakeri (2009).

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