Designing a Model for Knowledge Socialization Using Sociability Processes of Human Resource Management: A Case Study

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***Abstract*—This study develops a model for knowledge socialization using sociability processes of human resources through an applied research approach. Two types of participants participated in this study. The first type included academic and industrial experts; the second type included employees and managers of Ansar Bank. Ten experts were asked to identify criteria and weigh the identified criteria. Using simple random sampling, the sample size was estimated at 207. Field and archival studies were used to collect data. Validity and reliability of the distributed questionnaire were confirmed by organizational experts. Using theoretical literature and surveying experts, 18 criteria were identified of which 12 criteria (desirable and joyful workplace, management and leadership support in sociability process, training courses, transparency in working relations, team work, organizational trustful climate, job description and job knowledge, tangible incentives, participatory system, informal technique, defined career path, individual values aligned with organizational value) were selected by screening for prioritization and analysis. Fuzzy AHP and structural equation modelling based on partial least squares were used for prioritization and weighting. Fuzzy AHP model showed that desirable workplace (0.163), participatory systems and brainstorming (0.149), transparency in working relations (0.114), and informal techniques (0.111) gained the highest weights; finally, PLS model showed that all 12 identified criteria were effective on socialization of knowledge management.**

Keywords-sociability of human resources; organizational knowledge; knowledge socialization

I. INTRODUCTION

Currently, the world is increasingly changing around organizations; as scientists assert, the only thing that will not change in this period is the change itself [1]. Due to the complexity of environment and growing competition in any industry, suitable strategies cannot merely lead to competitive advantage and good competitive position [2]. Knowledge is the first strategic resource for organizations and acts as a key competitive factor in the global economy. Nevertheless, research has shown that half of human information is completely outdated every five years and is replaced by new knowledge and information [3]. Therefore, organizations need to adopt processes and strategies to share knowledge among members and allow them to gain experiences of others. However, evidence suggests that this is seriously challenged in Iranian organizations. In Iranian organizations, members do not share knowledge with each other; knowledge sharing as one of the most fundamental pillars of knowledge-based organization is the missing link in these organizations [4]. A plan cannot be successful merely by determining plans and adopting strategic decisions. In other words, even a well-developed strategy will be useless if it is not implemented [5, 6]. However, evidence suggests that literature and practical activities and efforts made in organizations mostly focus on development of strategy rather than implementation of strategies; implementation and its aspects have been neglected [5-7]. Nevertheless, it can be claimed that although socialization of organizational knowledge as a basic approach has been adopted by various organizations, its successful implementation depends on suitable conditions and requirements such as financial, material, technical and human resources. This study focuses on human resources. Experience shows that success and failure of organizations directly depend on quality and effectiveness of employees. Modern successful organizations have realized that they need global HR managers to compete in global markets. More importantly, technological revolution that has occurred in recent decades highlighted the role of human resources as an important organizational resource. The current study tends to address this by focusing on Ansar Bank and using the Feldman model [17]. Therefore, this study examines the extent to which socialization of organizational knowledge can be expected by using socialization process of human resource management and the extent to which each socialization process of HR management can predict development and socialization of knowledge.

II. LITERATURE REVIEW

Organizational sociability is a process in which a new employee is converted from an outsider to an effective insider

for the organization; this happens when an employee enters an organizational domain [8]. Sociability of HR management is the process whereby new people acquire necessary and sufficient information about the organization, adapt to the conditions by adopting its values, norms and culture, and learn their tasks and expectations [9]. To measure this dimension, a researcher-made questionnaire is used with following aspects: 1) pre-entry practices involving all thoughts and attitudes delivered to employees; 2) starting practices or encounter with the organization involving all knowledge, lessons and experiences which are gained at the first encounters with the organization; 3) evolutionary practices involving changes which occur after several years of work and experience and help harmonizing with governing conditions of the organization.

Knowledge is a competitive advantage and one of the most important factors of production which must be directed and managed. Knowledge is one of the most important intangible components of organizations employed in organizational mechanisms and processes and allows innovation in the organization. Accordingly, measurement of knowledge and other intangible assets is very important in business processes [10]. Numerous definitions have been presented for knowledge management. One of these definitions which have standardized and integrated various definitions is the Australian standard definition in 2003 which knowledge management is a disciplined approach to achieve organizational goals by optimum use of organizational knowledge. Another definition considers knowledge management in terms of business. In [11], it was asserted that knowledge management encompasses all systemic activities associated with knowledge creation and knowledge sharing within the organization in relation with customers, partners and owners of knowledge. In knowledge environment, knowledge management is defined as any systemic activity which is compatible with usage, dissemination and encoding of organizational goals. Knowledge socialization refers to quantitative and qualitative development of the knowledge needed for the organization, knowledge sharing between members and its proper management [12, 13].

In [2], authors examined the role of knowledge-based leadership on practices of knowledge management and innovation. They evaluated effect of knowledge-based leadership on knowledge management practices for innovation and competitive advantage using several hypotheses. They found that knowledge management practices mediated the relationship between knowledge-based leadership and innovative performance. Moreover, knowledge management practices were effective on innovative performance. In [14], authors evaluated the effect of implicit sociability practices on job satisfaction and use of newcomers. They developed a new self-evaluation model for newcomers to evaluate sociability practices of employees on organizational commitment and engagement in work. Proper sociability improved implementation and commitment and ultimately job satisfaction of Chinese hotel employees. In [15], authors addressed interactive leadership and innovation focusing on mediating role of knowledge absorption capacity. They asserted that proper strategies alone are not enough for organizations; organizations need to adapt to their surrounding environment. Analysis of questionnaires distributed among 28 top managers showed a positive and significant relationship between interactive leadership and knowledge absorption capacity and between knowledge management capacity and organizational innovation. This supported the mediating role of knowledge absorption capacity. In [16], authors examined the relationship between leadership styles and knowledge management and increased commitment of employees of Khuzestan Bus Company. Findings indicated that the increased knowledge management and leadership styles promoted organizational commitment among employees. Moreover, both leadership styles and knowledge management predicted organizational commitment of employees.

III. CONCEPTUAL MODEL

Based on literature review, the conceptual model is developed and shown in Figure 1.

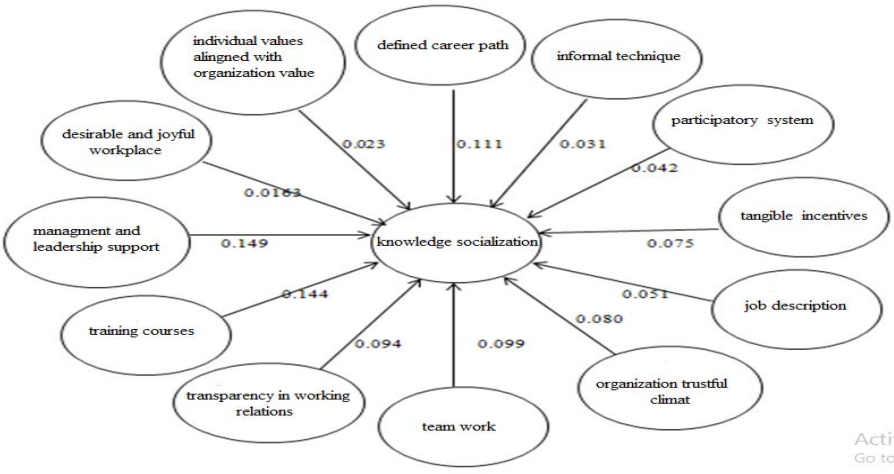

Fig. 1. Knowledge socialization model

IV. HYPOTHESES

- **Hypothesis 1**: desirable workplace is effective on socialization of knowledge management in sociability process.
- **Hypothesis 2**: top management support is effective on socialization of knowledge management in sociability process.
- **Hypothesis 3**: transparency in working relations is effective on socialization of knowledge management in sociability process.
- **Hypothesis 4**: training course is effective on socialization of knowledge management in sociability process.
- **Hypothesis 5**: Teamwork is effective on socialization of knowledge management in sociability process.
- **Hypothesis 6**: organizational trustful climate is effective on socialization of knowledge management in sociability process.
- **Hypothesis 7**: job description is effective on socialization of knowledge management in sociability process.
- **Hypothesis 8**: organizational incentive is effective on socialization of knowledge management in sociability process.
- **Hypothesis 9**: participatory system is effective on socialization of knowledge management in sociability process.
- **Hypothesis 10**: defined career path is effective on socialization of knowledge management in sociability process.
- **Hypothesis 11**: informal technique is effective on socialization of knowledge management in sociability process.
- **Hypothesis 12**: alignment of individual values with organizational values is effective on socialization of knowledge management in sociability process.

V. RESEARCH METHODOLOGY

This was an extensive research using descriptive and survey methodologies. Experts were surveyed to identify criteria. To test the model, the developed questionnaires were distributed among target population selected by sampling methods. The criteria identified through interviews and archival studies were classified and compiled. The developed model was tested by using structural equation modeling. Statistical tests were used to prioritize effective factors on knowledge socialization. Two types of participants enrolled in this study because of being two Questionnaires. The first type included academic and industrial experts; the second type included 450 employees and managers of Ansar Bank. Ten experts were asked to identify criteria and weight the identified criteria (First Questionnaire). Using simple random sampling, the sample size was estimated at 207 for testing hypothesis (Second Questionnaire). Archival and field studies were used to collect data. Archival studies included literature review. Field studies included interviews and questionnaires. Validity and reliability of the distributed questionnaire was confirmed by organizational experts. By reviewing literature and surveying experts, 18 criteria were identified of which 12 criteria (desirable and joyful workplace, management and leadership support in sociability process, training courses, transparency in working relations, team work, organizational trustful climate, job description and job knowledge, tangible incentives, participatory system, informal technique, defined career path, individual values aligned with organizational value) were selected by screening for prioritization and analysis. Fuzzy analytic hierarchy process (AHP) and structural equation modelling based on partial least squares were used for prioritization and weighting.

VI. RESULTS AND FINDING

A. Prioritization Using Fuzzy AHP

As shown in review of literature regarding effective factors of knowledge socialization in sociability process of human resources, following criteria were extracted for evaluating knowledge socialization (Table I). These criteria were confirmed by experts and supervisors for their effect on knowledge socialization in sociability process.

TABLE I. EFFECTIVE FACTORS ON KNOWLEDGE SOCIALIZATION IN SOCIABILITY

Criterion	Symbol
Desirable and joyful workplace	C1
Management and leadership support in sociability process	C2
Training courses	C3
Transparency in working relations	C4
Team work	C5
Organizational trustful climate	C6
Job description and job knowledge	C7
Tangible incentives	C8
Participatory system	C9
Informal technique	C10
Defined career path	C11
Individual values aligned with organizational value	C12

Since 10 experts were surveyed, 10 different matrices were formed for comparison of criteria. First, these matrices were converted to a single matrix. Table II lists the fuzzy numbers used. The best method to integrate pairwise comparisons tables of all respondents is to use geometric mean, because pairwise comparisons provides data in the form of ratios; moreover, the inverse property of pairwise comparisons matrix explains the use of this method, because geometric mean maintains this property of the matrix. Let $\tilde{a}^{k}_{ij}$ be the element related to the k-th respondent for comparison of the criterion i relative to the criterian j; geometric mean was calculated for corresponding elements by:

$$\tilde{a}_{ij} = \left(\prod_{k=1}^{n} \tilde{a}_{ij}^{k} \right)^{\frac{1}{n}}$$

$$\tilde{a}_{ij} = \left(\tilde{a}_{ij}^{1} \otimes \tilde{a}_{ij}^{2} \otimes .... \otimes \tilde{a}_{ij}^{10}\right)^{\frac{1}{10}}$$

$$\tilde{a}_{12} = ((1,2,3) \otimes (1,1,1) \otimes (2,3,4) \otimes (1,2,3) \otimes (2,3,4) \otimes (0.25,0.33,0.5) \otimes (1,1,1) \otimes (2,3,4) \otimes (1,2,3) \otimes (2,3,4))^{\frac{1}{10}} = (0.9,1.22,1.53)$$

Using the above formula, criteria were compared as follows (Table III) :

TABLE II. FUZZY NUMBERS USED

Preference	Highest	Moderate value	Lowest
Equally Preferred	1	1	1
Intermediate	3	2	1
Moderately Preferred	4	3	2
Intermediate	5	4	3
Strongly Preferred	6	5	4
Intermediate	7	6	5
Very strongly Preferred	8	7	6
Intermediate	9	8	7
Extremely Preferred	9	9	9

TABLE III. PRIMARY PAIRWISE COMPARISON MATRIX BY INTEGRATING EXPERT JUDGEMENTS (FIRST CLASS)

Criterion	**C1**			**C2**			**C3**			**C4**			**C5**				**C6**	
C1	1.00	1.00	1.00	0.90	1.22	1.53	1.53	1.83	2.13	1.15	1.57	2.02	1.41	1.89	2.35	1.89	2.51	3.12
C2	0.65	0.82	1.12	1.00	1.00	1.00	1.28	1.68	2.17	1.10	1.57	2.11	1.26	1.61	1.97	1.74	2.45	3.16
C3	0.47	0.55	0.65	0.46	0.60	0.78	1.00	1.00	1.00	0.55	0.75	1.07	0.92	1.16	1.47	0.88	1.12	1.45
C4	0.49	0.64	0.87	0.47	0.64	0.91	0.93	1.34	1.81	1.00	1.00	1.00	1.00	1.23	1.46	1.41	1.86	2.29
C5	0.43	0.53	0.71	0.51	0.62	0.79	0.68	0.92	1.21	0.68	0.81	1.00	1.00	1.00	1.00	0.93	1.13	1.41
C6	0.32	0.40	0.53	0.32	0.41	0.57	0.69	0.90	1.14	0.44	0.58	0.79	0.71	0.88	1.07	1.00	1.00	1.00
C7	0.23	0.29	0.39	0.28	0.32	0.38	0.40	0.48	0.63	0.34	0.41	0.52	0.43	0.49	0.61	0.42	0.55	0.78
C8	0.38	0.50	0.65	0.42	0.52	0.68	0.67	0.90	1.20	0.44	0.57	0.78	0.45	0.59	0.85	0.65	0.81	1.07
C9	0.21	0.26	0.33	0.26	0.31	0.38	0.31	0.40	0.54	0.36	0.49	0.67	0.29	0.36	0.47	0.34	0.44	0.58
C10	0.50	0.67	0.93	0.61	0.71	0.85	1.01	1.27	1.56	0.76	1.06	1.37	0.88	1.14	1.47	1.01	1.40	1.91
C11	0.20	0.23	0.27	0.20	0.23	0.28	0.26	0.32	0.43	0.21	0.25	0.31	0.22	0.27	0.35	0.31	0.38	0.47
C12	0.16	0.18	0.20	0.17	0.20	0.24	0.21	0.25	0.31	0.18	0.22	0.28	0.18	0.22	0.29	0.21	0.25	0.31
Criterion	**C7**			**C8**			**C9**			**C10**			**C11**				**C12**	
C1	2.59	3.41	4.26	1.53	2.01	2.60	3.02	3.85	4.68	1.07	1.49	1.99	3.76	4.39	5.02	4.89	5.55	6.18
C2	2.63	3.12	3.57	1.47	1.94	2.38	2.60	3.19	3.87	1.22	1.46	1.71	3.41	4.15	4.82	4.20	5.00	5.86
C3	1.58	2.22	2.81	0.84	1.11	1.49	1.87	2.52	3.19	0.64	0.79	0.99	2.32	3.11	3.89	3.23	4.05	4.81
C4	1.91	2.43	2.94	1.28	1.76	2.27	1.49	2.06	2.74	0.73	0.94	1.31	3.19	3.99	4.93	3.57	4.62	5.69
C5	1.64	2.02	2.35	1.18	1.71	2.23	2.14	2.79	3.46	0.66	0.85	1.10	2.86	3.72	4.49	3.42	4.52	5.53
C6	1.28	1.81	2.39	0.93	1.24	1.55	1.71	2.29	2.94	0.52	0.72	0.99	2.13	2.61	3.19	3.23	4.03	4.80
C7	1.00	1.00	1.00	0.57	0.73	0.90	1.15	1.40	1.68	0.37	0.45	0.56	1.52	1.92	2.32	1.94	2.60	3.29
C8	1.12	1.37	1.76	1.00	1.00	1.00	1.69	2.21	2.75	0.70	0.81	0.95	1.83	2.50	3.23	2.49	3.33	4.21
C9	0.59	0.72	0.87	0.36	0.45	0.59	1.00	1.00	1.00	0.33	0.37	0.42	1.23	1.68	2.11	1.62	2.18	2.67
C10	1.78	2.23	2.73	1.14	1.37	1.67	2.39	2.73	3.02	1.00	1.00	1.00	2.81	3.43	4.09	4.09	5.14	6.10
C11	0.43	0.52	0.66	0.31	0.40	0.55	0.47	0.59	0.81	0.24	0.29	0.36	1.00	1.00	1.00	1.22	1.60	2.11
C12	0.30	0.38	0.51	0.23	0.28	0.37	0.37	0.46	0.62	0.16	0.19	0.24	0.47	0.62	0.82	1.00	1.00	1.00

B. Consistency Rate of the Integrated Matrix

Fuzzy numbers of above table were defuzzified by:

$$s_j = \frac{a_j + 4b_j + c_j}{6} \qquad j = 1, 2, \ldots, m$$

Then, weighted sum vectors (WSV) was calculated by multiplying primary values of group comparisons (Table 4) by total prioritization vectors (final weight of criterion) and calculating the sum of each row:

TABLE IV. WSV VALUES

Criterion	**WSV**
C1	1.96
C2	1.8
C3	1.138
C4	1.39
C5	1.196
C6	0.97
C7	0.62
C8	0.92
C9	0.5
C10	1.34
C11	0.371
C12	0.273

Consistency vector (C.V) was calculated by dividing elements of above vector by prioritization vector of criteria shows in Table V.

TABLE V. C.V VALUES

Criterion	C.V
C1	12.02
C2	12.17
C3	12.09
C4	12.2
C5	12.04
C6	12.16
C7	12.18
C8	12.23
C9	12.11
C10	12.14
C11	12.15
C12	12.13
Mean	12.135

Then, consistency index was calculated by:

$$CI = \frac{12.135 - 12}{11} == 0.012$$

where, n denotes the number of alternatives and λ_{max} denotes the mean C.V. Finally, consistency rate (C.R) was calculated by:

$$C.R = \frac{C.I}{R.I}$$

As shown in the table, R.I=1.56; thus:

$$\text{C.R}=\frac{\text{C.I}}{\text{R.I}}=\frac{0.012}{1.56}=0.008$$

The calculated C.I<0.1 indicates that pairwise comparisons is well consistent and the model is completely significant.

C. Fuzzy Weights of Criteria

Considering fuzzy AHP, data available in the integrated matrix of criteria was analyzed as follows. Using geometric mean, value of the *j-th* criterion was determined relative to other criteria by:

$$\tilde{r}_1=(\tilde{a}_{11}\otimes\tilde{a}_{12}\otimes\tilde{a}_{13}\otimes\tilde{a}_{14}\otimes\tilde{a}_{15}\otimes\tilde{a}_{16}\otimes\tilde{a}_{17}\otimes\tilde{a}_{18}\otimes\tilde{a}_{19}\otimes\tilde{a}_{110}\otimes\tilde{a}_{111}\otimes\tilde{a}_{112})^{\frac{1}{12}}$$

For example, value of the first criterion was calculated as:

$$\tilde{r}_1=((1,1,1)\otimes(0.9,1.22,1.53)\otimes(1.53,1.83,2.13)\otimes(1.15,1.57,2.02)$$
$$\otimes(1.41,1.89,2.35)...\otimes(1.07,1.49,1.99)\otimes(3.76,4.39,5.02)\otimes$$
$$(4.89,5.55,6.18))^{\frac{1}{12}}=(1.778,2.24,2.707)$$

where, triangular fuzzy number (0.9, 1.21, 1.53) was the fuzzy value of the first criterion versus the second criterion and the triangular fuzzy number (1.778, 2.24, 2.707) was fuzzy value of the first criterion versus nine other criteria (Table VI).

TABLE VI. FUZZY VALUE OF PAIRWISE COMPARISONS

$\tilde{r}_i$	lr_i	mr_i	ur_i
$\tilde{r}_1$	1.778	2.240	2.707
$\tilde{r}_2$	1.632	2.033	2.465
$\tilde{r}_3$	1.012	1.281	1.604
$\tilde{r}_4$	1.204	1.549	1.961
$\tilde{r}_5$	1.080	1.355	1.672
$\tilde{r}_6$	0.858	1.092	1.382
$\tilde{r}_7$	0.567	0.690	0.853
$\tilde{r}_8$	0.813	1.020	1.301
$\tilde{r}_9$	0.460	0.566	0.705
$\tilde{r}_{10}$	1.227	1.517	1.852
$\tilde{r}_{11}$	0.344	0.414	0.517
$\tilde{r}_{12}$	0.256	0.305	0.380

Fuzzy weights of criteria were determined as follows:

$$\tilde{w}_i=\tilde{r}_i\otimes(\tilde{r}_1\oplus\tilde{r}_2\oplus\tilde{r}_3\oplus\tilde{r}_4\oplus\tilde{r}_5\oplus\tilde{r}_6\oplus\tilde{r}_7\oplus\tilde{r}_8\oplus\tilde{r}_9\oplus\tilde{r}_{10}\oplus\tilde{r}_{11}\oplus\tilde{r}_{12})^{-1}$$

Value of each criterion was multiplied by the inverse fuzzy sum of values. For example, fuzzy weight of the first criterion was calculated by:

$$\tilde{w}_1=\tilde{r}_1\otimes(\tilde{r}_1\oplus\tilde{r}_2\oplus\tilde{r}_3\oplus\tilde{r}_4\oplus\tilde{r}_5\oplus\tilde{r}_6\oplus\tilde{r}_7\oplus\tilde{r}_8\oplus\tilde{r}_9\oplus\tilde{r}_{10}\oplus\tilde{r}_{11}\oplus\tilde{r}_{12})^{-1}$$
$$\tilde{w}_1=(1.778,2.24,2.707)\otimes(1/(2.707+2.465+1.6+1.96+1.67+1.38$$
$$+0.85+1.3+0.705+1.85+0.52+0.38),$$
$$1/(2.24+2.03+1.28+1.55+1.35+1.09+0.69+1.02+0.566+1.52+0.414+0.305),$$
$$=1/(1.77+1.63+1.012+1.2+1.08+0.858+0.567+0.813+0.46+1.22+0.344+0.256)$$
$$=(1.102,0.159,0.241)$$

Fuzzy weight of the first criterion was (0.102, 0.159, 0.241). Fuzzy weights are listed in Table VII.

TABLE VII. FUZZY WEIGHTS OF CRITERIA

$\tilde{W}_i$	lw_i	mw_i	uw_i	Defuzzified weight	
$\tilde{w}_1$	0.102	**0.159**	0.241	0.163	1
$\tilde{w}_2$	0.094	**0.145**	0.220	0.149	2
$\tilde{w}_3$	0.058	**0.091**	0.143	0.094	6
$\tilde{w}_4$	0.069	**0.110**	0.175	0.114	3
$\tilde{w}_5$	0.062	**0.096**	0.149	0.099	5
$\tilde{w}_6$	0.049	**0.078**	0.123	0.080	7
$\tilde{w}_7$	0.033	**0.049**	0.076	0.051	9
$\tilde{w}_8$	0.047	**0.073**	0.116	0.075	8
$\tilde{w}_9$	0.026	**0.040**	0.063	0.042	10
$\tilde{w}_{10}$	0.071	**0.108**	0.165	0.111	4
$\tilde{w}_{11}$	0.020	**0.029**	0.046	0.031	11
$\tilde{w}_{12}$	0.015	**0.022**	0.034	0.023	12

As shown in Table 7 as the last step of fuzzy AHP, desirable workplace (0.163), participatory systems and brainstorming (0.149), transparency in working relations (0.114), and informal techniques (0.111) gained the highest weights; in other words, these criteria are expected to influence socialization of knowledge management in sociability process.

VII. MODEL TESTING

Structural equation modeling was used for analysis of the conceptual model by SmartPLS software. Structural model is reported below. Coefficients of significance (t-value) were used for analyzing significance of the relationships, as shown in the Figures 2 and 3. In these figures, blue circles show variables and rectangles show measurement indexes of variables or questions of the questionnaire. These figures show PLS model for estimates of significance (t-values) (Figure 2) and the standardized estimate (β-value) (Figure 3). The hypothesis is confirmed for t-values>|1.96| and t-values<|1.96|; otherwise, the hypothesis is rejected. In this regard, β-value ranges from zero to one; β-values close to one indicate higher effect of independent variable on the dependent variable.

VIII. MEASUREMENT MODEL EVALUATION

To measure reliability of the measurement model, convergent validity and discriminant validity were tested by confirmatory factor analysis (CFA) and average variance extracted (AVE). As shown in Table VIII, all factor loadings were at least 0.5. Therefore, convergent validity of data is completely confirmed.

IX. HYPOTHESIS TESTING

Hypotheses were tested by using β-values and t-values. For any path, t-values>1.96 indicate significance of the path and the hypothesis is confirmed (α=0.05). Table IX shows the results of t-test.

A β-value=0.158 indicates direct and positive effect of desirable workplace on knowledge socialization. The results indicate that top management support is effective on

socialization of knowledge management at 99% confidence interval (t-value=3.202); moreover, β-value=0.218 indicates direct and positive effect of top management support on knowledge socialization. The results indicate that transparency of working relations is effective on socialization of knowledge management (t-value=3.905); moreover, β-value=0.454 indicates direct and positive effect of transparency of working relations on knowledge socialization. The results indicate that training course is effective on socialization of knowledge management at 99% confidence interval (t-value=5.197); moreover, β-value=0.311 indicates direct and positive effect of training courses on knowledge socialization. The results indicate that team work is effective on socialization of knowledge management at 99% confidence interval (t-value=3.761); moreover, β-value=0.349 indicates direct and positive effect of team work on knowledge socialization. The results indicate that trustful climate is effective on socialization of knowledge management (t-value=4.075); moreover, β-value=0.193 confirms this hypothesis. The results indicate that job description is effective on socialization of knowledge management (t-value=3.045); moreover, β-value=0.178 indicates effectiveness of job description on knowledge socialization. The results indicate that organizational incentive is effective on socialization of knowledge management (t-value=2.721); moreover, β-value=0.156 indicates direct and positive effect of organizational incentives on knowledge socialization. The results indicate that participatory system is effective on socialization of knowledge management at 95% confidence interval (t-value=1.996); moreover, β-value=0.048 indicates slight, but positive effect of participatory systems on knowledge socialization. The results indicate that career path is effective on socialization of knowledge management (t-value=3.125); moreover, β-value=0.206 confirms this hypothesis. The results indicate that formal technique is effective on socialization of knowledge management (t-value=5.011); moreover, β-value=0.210 confirms this hypothesis. The results indicate that alignment of individual values with organizational values is effective on socialization of knowledge management (t-value=4.463); moreover, β-value=0.188 indicates direct and positive effect of this criterion on knowledge socialization.

TABLE VIII. FACTOR LOADINGS OF THE OBSERVED VARIABLES

Constructs	Question	Factor loading	t-value	AVE	CR	Cronbach's α
Desirable and joyful workplace	2	0.871	48.972	0.667	0.856	0.747
	3	0.839	30.503			
	1	0.734	15.479			
Management and leadership support in sociability process	4	0.905	56.300	0.813	0.929	0.885
	6	0.905	49.244			
	5	0.896	58.745			
Transparency in working relations	7	0.902	48.226	0.776	0.912	0.856
	8	0.872	42.100			
	9	0.869	46.201			
Training courses	10	0.877	50.171	0.755	0.902	0.838
	11	0.873	36.717			
	12	0.857	33.684			
Team work	13	0.931	95.993	0.773	0.910	0.851
	15	0.887	50.892			
	14	0.817	24.659			
Organizational trustful climate	18	0.928	88.707	0.822	0.932	0.892
	17	0.907	77.356			
	16	0.886	46.635			
Job description and job knowledge	20	0.897	65.738	0.729	0.889	0.813
	21	0.859	41.596			
	19	0.804	17.737			
Tangible incentives	23	0.947	126.782	0.820	0.932	0.890
	24	0.890	47.000			
	22	0.879	42.789			
Participatory system	27	0.885	28.224	0.639	0.840	0.714
	26	0.812	17.165			
	25	0.69	18.751			
Defined career path	28	0.892	42.595	0.741	0.895	0.825
	30	0.867	52.105			
	29	0.822	28.737			
Informal technique	32	0.900	41.677	0.770	0.909	0.851
	31	0.873	51.942			
	33	0.860	30.460			
Alignment of individual values with organizational values	34	0.875	35.547	0.738	0.894	0.824
	36	0.855	50.204			
	35	0.848	37.128			
	39	0.901	52.242			
	41	0.881	48.142			
	38	0.846	49.881			
	42	0.846	47.248			
	37	0.817	48.111			

TABLE IX. T-TEST RESULTS FOR HYPOTHESIS TESTING

Hypothesis	Variable		β-value	t-value	Result
	Independent	Dependent			
1	Desirable and joyful workplace	Knowledge socialization	0.158	4.702	Confirmed
2	Management and leadership support in sociability process	Knowledge socialization	0.218	3.202	Confirmed
3	Transparency in working relations	Knowledge socialization	0.454	3.905	Confirmed
4	Training courses	Knowledge socialization	0.311	5.197	Confirmed
5	Team work	Knowledge socialization	0.349	3.716	Confirmed
6	Organizational trustful climate	Knowledge socialization	0.193	4.075	Confirmed
7	Job description and job knowledge	Knowledge socialization	0.178	3.045	Confirmed
8	Tangible incentives	Knowledge socialization	0.156	2.721	Confirmed
9	Participatory system	Knowledge socialization	0.048	1.996	Confirmed
10	Defined career path	Knowledge socialization	0.206	3.125	Confirmed
11	Informal technique	Knowledge socialization	0.210	5.011	Confirmed
12	Alignment of individual values with organizational values	Knowledge socialization	0.188	4.463	Confirmed

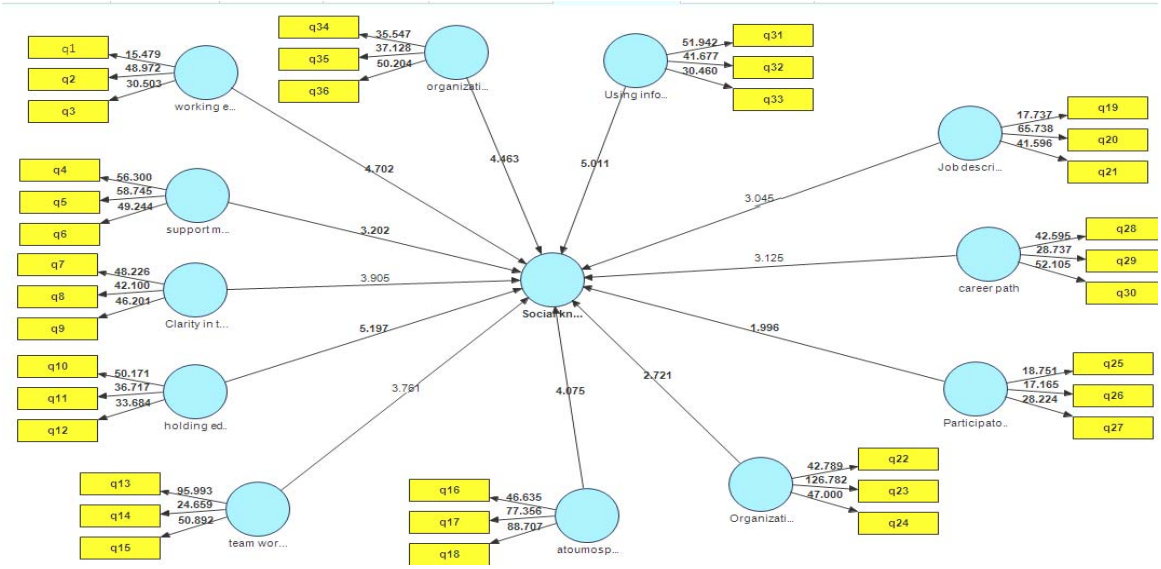

Fig. 2. PLS model for estimates of significance

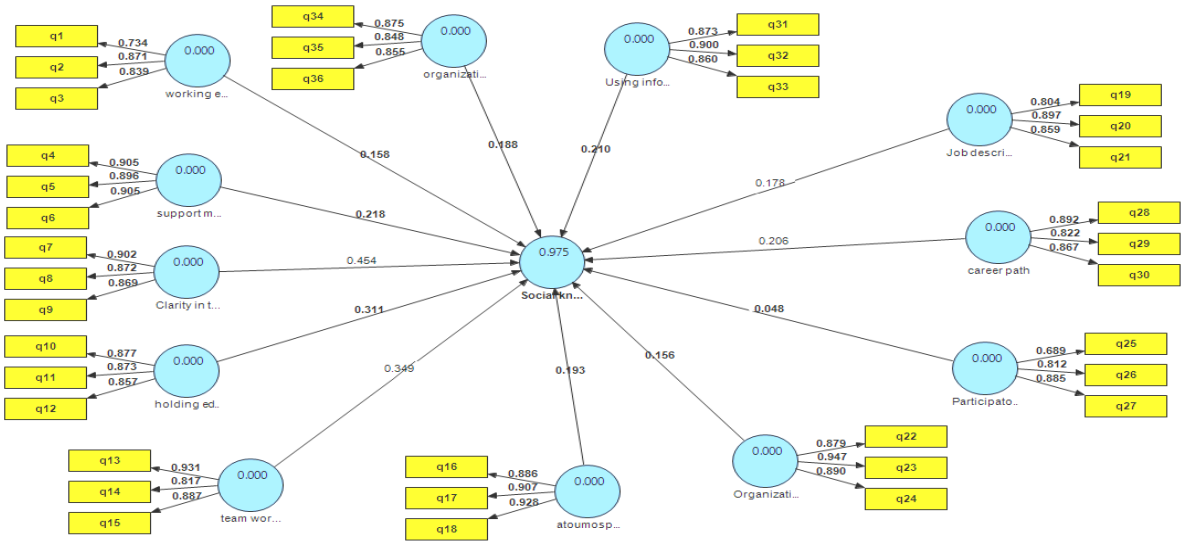

Fig. 3. PLS model for standardized estimates

Sociability is a process performed by an organization to introduce values, cultures and organizational goals to newcomers. This process is transformed because it enables the organization to provide an optimal level of learning in the organization. For, it is believed that the main reason for transformation of an organization to a learning organization results from knowledge socialization. Many organizations always tend to use dialogue in sociability process to enable learning and consequently learning organization. In this study, the first important factor which was identified in sociability process and considered important in prioritization is desirable and joyful workplace. Different studies have been conducted on desirable and joyful workplace; these studies individually emphasized that a desirable and joyful workplace is effective in increasing commitment, work ethics, performance and personal productivity. Another important factor of sociability process which can improve socialization and explicit-implicit knowledge exchange is related to top management support. However, managers and leaders of an organization will prevent a culture in relation to socialization of organizational knowledge if they are indifferent to these actions in sociability process and do not provide the opportunity for creating and disseminating explicit and implicit knowledge of people. Therefore, managers will be able to provide the opportunity for improving socialization of knowledge management by increasing organizational incentives.

Transparency in working conditions as well as knowledge flow can establish trust and security in the organization. In other words, employees will trust the organization and share their implicit knowledge socially with other departments by increasing trust in work relations and organizational relations by increasing transparency in relations and meritocracy existing in the organization or increasing observation of knowledge flow required. Trust is an old discussion in all the studies conducted. For human resources, the most important factor is job security and trust in work relations. Finally, informal tactics can be considered as a major factor in increasing and improving socialization of organizational knowledge. Using experiences of experts, managers provide newcomers with the required organizational knowledge correctly. This can provide the opportunity for improving the required organizational knowledge. By increasing socialization of knowledge, managers and organizations tend to provide more innovative services which fit to market demands; otherwise (unrealized knowledge socialization), organizations will not be able to use their intangible capitals for gaining competitive advantage.

X. CONCLUSION

In this paper, the AHP method was used for prioritization. Ten experts were asked to rank the criteria and perform pairwise comparisons. Results showed that desirable workplace (0.163), participatory systems and brainstorming (0.149), transparency in working relations (0.114), and informal techniques (0.111) gained the highest weights; in other words, these criteria are expected to influence socialization of knowledge management in sociability process. Experts believed that a desirable and joyful environment, participatory systems and brainstorming promote knowledge socialization in the organization. Transparency of working relations and knowledge flow as well as informal techniques used for knowledge socialization increase by experienced elites used in sociability process. This study evaluated the effect of the identified criteria on socialization of knowledge management from perspective of Ansar Bank using PLS model. The results indicate that all 12 criteria had a positive and significant effect on socialization of knowledge management. In fact, the results of statistical analysis indicate that desirable workplace is effective on socialization of knowledge management. Informal techniques can be considered as the main criterion in increasing and improving socialization of organizational knowledge. Using informal techniques, managers use experiences of experts to provide newcomers with the organizational knowledge required. This can provide the opportunity for improving organizational knowledge. By promoting knowledge socialization, managers tend to deliver more innovative services which are fitted to market demand. Otherwise, organizations will not be able to use their intangible assets for achieving competitive advantage.

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