

## **Evaluating the Knowledge Management Practices in State Welfare Organization (Behzisti): Application of Fuzzy MCDM Approach**

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### **Abstract**

This study aims to evaluate the most important knowledge management practices in Behzisti organizations through integrating fuzzy set theory with both qualitative and quantitative approaches. The most important criteria for the evaluation of knowledge management practices are gathered through the literature survey. This study suggests a model based on fuzzy multiple criteria decision making, including the fuzzy Delphi method and Fuzzy Analytic Hierarchy Process (FAHP). In the fuzzy Delphi method step of the study, 21 practices were selected from among a total of 74 knowledge management practices and categorized from four perspectives. The fuzzy analytic hierarchy process was used for the ranking of knowledge management practices in three Behzisti organizations. Results of this study indicated that the information technology infrastructure from a technological perspective was ranked as the first most important factor and human resource management from organizational perspective as the second.

Keywords: Knowledge management, Fuzzy Delphi method, Fuzzy analytic hierarchy process, Fuzzy hybrid multiple-criteria decision-making approaches.

### **1. Introduction**

Several Knowledge Management (KM) practices with different groups have identified by previous scholars such as organizational, technological, people or human perspectives, there are a lot of troublesome problems that most of those enterprises have to face up in such a distributed, increasingly changing environment. The implementation of knowledge management in those business enterprises is hindered by the limitations of the business organizational environment, though it has its strengths. Environmental perspectives related to knowledge management helps organizations to achieve their environmental, business, and economic goals. Since it classifies and describes actions related to all relevant environmental knowledge areas, from suppliers, society, government etc. On the other hand, use of KM to tackle environmental issues can help companies to better understand what can be done about environmental problems and how to realize the benefits of environmentally responsible actions (Frick, Kaiser, & Wilson, 2004). Most of the literature on environmental knowledge management focuses on informational and softer decision-making tools rather than on appropriate understanding of specific environmental knowledge areas and their connection to organizational structure and culture (Heeney & Murphy, 1999). Environmental knowledge

management should combine tools, mechanism, processes, structures, strategies, data, and information with people's experiences and ideas to enable the creation, capture, sharing, acquisition, and use of knowledge (Huang & Shih, 2009). In addition; organizations need to manage environmental knowledge in order to make it useful for their business activities. However, includes two further concepts, namely, the skills and competencies to implement environmental knowledge. Detailed analysis of these concepts is out of the scope of this research, we believed that there is lack between previous studies which did not attention to importance of KM system related to environmental perspectives; therefore as the first study, we attempted to introduce environmental perspective as a new perspective of KM system in three Behzisti organizations in Iran.. KM in the organizations needs to use a structure for loading knowledge in excessive sizes and for inference and learning requirements for computational capability. Hence, it has a great capability for providing KM facilities that can be used widely for economic and commercial intelligence. However, due to the important role of KM in Behzisti organizations, previous studies have drawn attention to this issue. Therefore, this present study attempted to fill this gap by applying greater focus on the role of KM in Iranian Behzisti organizations.