

Investigating the Relationship between Optimal Use of Knowledge and Intellectual Capital Management among Library Managers of Public Hospitals

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Abstract

Today, the impact of intellectual capital is interesting for the scholars worldwide regarding the performance of the organizations, and knowledge comprises its primary core. Optimal use of knowledge contributes to explore needs of clients, leading to innovation and new valuable opportunities. Qualitatively improved services in the libraries of hospitals realizes through taking human capital and their optimal use of knowledge into consideration. The present study investigated the relationship between optimal use of knowledge and intellectual capital among library managers of public hospitals in Tehran. This study is a descriptive-correlation applied research holding all of the library managers of public hospitals in Tehran as the statistical population. The data collection was carried out via Bontis Intellectual Capital Questionnaire (2004) and Bukowitz & Williams Knowledge Management Questionnaire (1999). Cronbach's alpha was employed to measure the internal consistency reliability among the items and found at over 70%. To analyze the statistical data, the Pearson Correlation Test was used. The results showed that there were not any significant relationship between optimal use of knowledge and human resource capital and structural capital components ($P > 0.05$). On the whole, between intellectual capital and optimal use of knowledge there is a significant relationship ($P < 0.05$). The data analysis revealed that there is a positive and direct significant relationship with low intensity between optimal use of knowledge and intellectual capital among library managers of public hospitals in Tehran. In other words, the Foucault theory of power relation is confirmed.

Keywords: Intellectual Capital, Optimal Use of Knowledge, Tehran-Libraries of Public Hospitals, Foucault Theory of Power Relation

Introduction

Foucault redefines power as a productive force that makes it possible to understand and relate to ourselves, others and the world around us, so a vocabulary is opened of understanding various social phenomena such as the social capital (Sørensen, 2014).

Knowledge is an asset that enables an organization to achieve competitive and significant advantages for developing social capital. Managers are expected to be able to make the best business use of the organizational knowledge successfully in practice and achieve competitive advantage, sustainable growth and increased interests via the optimal use of the aforesaid knowledge.

Application of knowledge fills the gap between theory and practice. The competitive advantage is held by those organizations that make the best of their knowledge practically. The knowledge management process activities all would be a vain effort if the knowledge does not turn into practice and the organizational activities do not go ahead based on this knowledge. The managers make their attempts to ensure the current knowledge is used efficiently in line with the targets of the organization. The optimal use of the knowledge enables the organization to optimize its customer service quality. It means that if we use all the capacity of our staff's knowledge toward providing a better service for the customer, it would help the work quality and leads to the customer's higher awareness (intellectual capital/social capital) and satisfaction. Higher knowledge on customers eases providing immediate solutions to customers' problems and a better CRM system- Customer Relationship Management. This guarantees adjustment and improves customer services. However, identification and successful distribution of knowledge does not indicate that the aforementioned knowledge is employed in daily activities of the organizations.

There are hindering factors in the optimal use of the new knowledge which must be identified and removed, so that the aforesaid knowledge could be used practically in providing services and knowledge-based products (Probst, Raub & Romhard, 2000). Therefore, certain steps must be taken to ensure the valuable proficiencies and the knowledge as an asset is used effectively and appropriately in practice.

Knowledge is effective when it is used practically. Uncertainty is the main opponent against the knowledge. The staffs in an organization are expected to be subject to advices on knowledge sources to enable them to use efficiently their provided organizational knowledge. The knowledge management systems are expected to provide the personnel with information search options and even offer suggestions for a better performance based on the formerly acquired data (Ahmadi & Salehi, 2012). Optimal use of knowledge comprises remarkable advantages including the facts that managers could observe how higher awareness on customers' problems may lead to innovation and new valuable opportunities for solving the existing problem. Likewise, the personnel could reach more quick settlement of future problems using more effective decision makings based on the knowledge of the past solutions.

Intellectual capital is a key concept in the information age which is defined as the shared knowledge of workforce. Today, knowledge is an irreplaceable source, and the purpose must be focused on innovation and intellectual capital growth (Alagheband, 2010). The effect of

intellectual capital on the organizational performance is an area of interest to scholars and senior managers of organizations around the world.

The intangible dimension of economy, today, is developed based on the intellectual capital of which the primary core is knowledge. To participate in the present markets, organizations, in any form and type, need knowledge to reach performance optimization (Khavandkar et al., 2009). Intellectual capital, actually, is a main capital for universities since they are a place of innovation, creativity, knowledge reserves and its development (Lu, 2012). The knowledge which has been provided by scholars in the organization, analyzed and interpreted by different methods, and made available to right persons within different organizational levels is expected finally to ease the efficient use of products, services, and procedures, holding tangible results of the above mentioned usage. Accordingly, it seems that the intersection of knowledge leadership and intellectual capital management is made up from generation and optimal use of knowledge and new ideas as well as the organizational efficiency.

The present libraries are exposed to rapid changes in library services and thus, need innovative ideas. Along with moving toward electronic services, the librarians and information professionals need new roles and skills to be able to provide digital information services. Therefore, they are expected to improve and update their knowledge and keep pace with the latest technology (Hassanzadeh et al., 2009). Improvement of qualified services in hospital libraries aiming at providing better information and guide services to its patrons, mostly including university professors and medical students requires taking these human capital into more serious consideration and make optimal use of their acquired knowledge. The optimal use of knowledge in libraries based on the intellectual capital approach would bring about optimal use of structural, communicative, and human resource. This unveils the importance of the relationship between optimal use of knowledge and intellectual capital management among managers of hospital libraries more than ever.

The achieved results of the present research may encourage hospital libraries managers to go ahead more actively and provide a good start for making a better use of the knowledge by managers and the staff of the aforesaid libraries.

Theoretical framework

Foucault believes in the relation of knowledge and power as forces of discourse which are not separate, but both are the products of the same social processes (Leckie et al, 2010). If we consider the power as intellectual capital (existing knowledge of the staff) in the organizations and the knowledge management (extracting implicit knowledge to explicit one) as the knowledge within the organization, the investigated variables of this research want to find a relation between intellectual capital management and optimal use of knowledge in the organization of the hospital libraries as power and knowledge.

On the other words, power generates knowledge and is directly involved. No relations of power without the organization associated with it will be existed. Also, there will be no knowledge if power relations simultaneously would be accepted (Leckie et al, 2010).

Of course, the theoretical framework of this study was developed based on the intellectual capital definitions proposed by Wall et al. (2004), Roos et al. (2005), and Tayles et al. (2007) in three dimensions of:

- a. Human capital including knowledge, skills, and professional experiences, and education and creativity of personnel;
- b. Structural capital including innovation, database, software systems, distribution network, organizational chart, common culture, strategies and policies;
- c. Communicative capital with customer including marketing networks, communications, and customer loyalty, governmental and industrial networks and interfaces.

In this framework based on the definition of Bukowitz & Williams (2000), the optimal use of knowledge was employed within a 7-step knowledge management. They define optimal use of knowledge as “optimal and full use of current knowledge by the organization at the time of new opportunities and prior to use outsources”.

Scholars' views on knowledge and intellectual capital management

Knowledge application methods based on Wiig (1993) are:

- Use documented knowledge to conduct a current activity such as identifying the personal knowledge in a specific field;
- Use public knowledge to analyze the current exceptional situations such as problem spot and its potential consequences;
- Use knowledge to describe and determine the problem area such as problem spot and its management solutions;
- Employ knowledge to control the situation; e.g. identification of an individual suitable for consultation;
- Observe and describe via a specific knowledge such as required data collection and organizing it to carry out the work;
- Situation analysis through knowledge; e.g., analysis of a task which is undertaken inside or outside the organization;
- Combination of strategies based on the required knowledge such as identification of views and determination of possible approaches;
- Evaluation of different solutions based on knowledge; e.g., determination of risks and advantages of possible approaches;
- Use knowledge for decision making on plans to be implemented; e.g., ranking of strategies and adoption of appropriate solution.
- Execute selected approaches; e.g., run and delegation of authority to the team for progress of plans.

Kujansivu (2008) elaborates on the factors effective on adopting an approach for intellectual capital management as:

- a) Challenge of or need to apply intellectual capital management;
- b) Knowledge on the available different patterns for intellectual capital management;
- c) Available management systems and continuous projects;
- d) Available resources.

Intellectual capital management affects the intellectual capital mostly as whole; however, it may concentrate certain organizational intellectual capital sections such as human capital or intellectual property rights (Harrison & Sullivan, 2000).

Zhou A. & Fink D. (2003) believes that intellectual capital management is made at strategic levels to empower the organization in terms of value creation. Schiuma & Lerro (2008) define intellectual capital management as an umbrella-like activity which functions based on identification, evaluation, control, and development of intangible resources.

Literature review

Arabrahmatipour et al. (2015) in a research titled “survey on the relationship between intellectual capital and knowledge share among librarians of Tehran University of Medical Sciences” demonstrated that the above mentioned relationship among the librarians of this university is in a relatively good condition; however, they lack the required skills for this, and share their knowledge usually at work

Foroutan Rad et al. (2015) in a research titled “ survey on the relationship between intellectual capital and psychological empowerment of librarians of Tehran University of Medical Sciences” revealed that there is a positive and significant relationship between components of intellectual capital (human capital, structural capital, and communicative capital) and psychological empowerment of the aforesaid librarians.

Hosnavi et al. (2013) in a research titled “survey on the relationship between knowledge management process and intellectual capital” in a knowledge-based institute demonstrated that optimal use of knowledge leaves positive effects on components of intellectual capital including human capital, structural capital, and relational capital, and also, changes of the optimal use of knowledge in a positive direction entail positive modifications in the components of intellectual capital of the organization. Therefore, in order to make the intellectual capital efficient, the knowledge process with certain changes in its dimensions could be used.

Ghanbari & Eskandari (2012) in a research titled “survey on relationship between knowledge leadership and intellectual capital management in Bu-Ali Sina University of Hamedan” indicated that the aforesaid relationship in the above university is higher than the average level. Also, from among the components of knowledge leadership, the element of supporting individual and group learning process leaves the highest effect on the prediction of intellectual capital management.

Sarlak et al. (2012), in another study titled “Impact of transformational leadership on intellectual capital in Iranian customs offices”, found out that transformational leadership has a positive and significant effect on human and structural capital; however, it has not any significant impact on relational capital.

Al-Nsour & Al-Weshah (2011), in a study titled “trainee organization and intellectual capital” on a 86 samples from among the Jordan bank chief executive managers, found out that a trainee organization affects intellectual capital positively and organizational train plays a key role in development of intellectual capital

Bahrami et al. (2011) in a study titled “Multiple relationship analysis of intellectual capital and organizational innovation in higher education” among the academic staff of public

universities in the city of Isfahan revealed that there is a significant relationship between human capital, structural capital, and relational capital, and administrative and technical innovations.

Rezaeiyan et al. (2011) in their study titled “Development of a conceptual model for national evaluation of knowledge asset-intellectual capital” showed that three human, structural, and social capitals as the main components of intellectual capital are positively correlated.

Huang & Wu (2010) demonstrated in a research that the components of intellectual capital have a positive and significant relationship with knowledge efficiency in construction industry in Taiwan

Lakshman (2007) in a research in 37 Indian companies titled “Organizational knowledge leadership” found out those leaders are aware of the role of knowledge and information share and development of knowledge networks which serve the organizational efficiency. Also, leaders employ information technology and knowledge management to focus more on internal and external customers; and finally, knowledge management activities by leaders may affect positively the organizational performance.

Tan et al. (2007) investigated the relationship between intellectual capital and financial return of companies using the Pubic framework in 150 public companies listed in Asia stock exchange markets. The results of this research unveiled a positive and significant relationship between intellectual capital and financial return of the aforementioned companies, and this impact was different in various industries.

Amiri (2006) made a comparison between two groups of specialist and non-specialist library managers in terms of planning, organizing control, directing and innovation. This research which was titled “A comparison between holders of library academic certificate and those who lack this degree in libraries of certain Iranian public universities based on views of librarians” stressed finally on the necessity of employing specialist managers in the academic universities.

The results of previous researches about research variables in various aspects represent a significant and positive impact of components of knowledge management and intellectual capital in different organizations. In these studies, some aspects of the components were desirable and in some cases are undesirable. But in general they all agree on the important role of the issue and emphasized on addressing it.

Research major hypothesis

There is significant relationship between optimal use of knowledge and intellectual capital management among library managers of Tehran-based public hospitals.

Research minor hypotheses

1. There is a significant relationship between optimal use of knowledge and human capital management among library managers of Tehran-based public hospitals.
2. There is a significant relationship between optimal use of knowledge and structural capital management among library managers of Tehran-based public hospitals.
3. There is a significant relationship between optimal use of knowledge and relational capital management among library managers of Tehran-based public hospitals.

Methodology

The current study is an applied research in terms of purpose in which the data collection was carried out by a descriptive-correlation method. The statistical population of this research was comprised of all library managers of public hospitals in Tehran. The sample size was 48 participants, and the method of total census was used for data collection due to limited statistical population. Given the research subject and purpose, a standard questionnaire was used that included three following sections:

1. The questionnaire includes demographic characteristics such as: gender, Age group, work experience, degree and educational field;
2. Bontis intellectual capital questionnaire;
3. Optimal use of knowledge questionnaire based on Bukowitz & Williams knowledge management questionnaire.

The scoring was performed based on the 5-degree Likert scale including 1= very low, 2= low, 3= medium, 4= high, and 5= very high, and also 1= strongly disagree, 2= disagree, 3= neither agree nor disagree, 4= agree, and 5= strongly agree.

Prior to embarking on the statistical tests, the data normality was examined and validated by Kolmogorov-Smirnov Test. The Content Validity Ratio (CVR) was obtained 0.75 for both questionnaires using Lawshe technique (1975). Cronbach's alpha, also, was employed to measure the internal consistency reliability among the items of the two questionnaires, and obtained over 70%. Given the measurement level of research variables, questions and hypotheses, the Pearson Correlation Test was used.

Research findings

Demographic results

The results of the study showed that women comprised the majority (81.25%) of library managers of Tehran-based public hospitals. The above women were aged mostly 31-40 (50.00%) and 79.16% had 11 and more years of work experience (table 1).

Table1

The results of demographic characteristics of Tehran public hospitals library managers (Gender, Age group and work experience)

Variables		number	percent
gender	woman	39	81.25
	man	9	18.75
Age group (year)	23-30	7	14.58
	31-40	24	50.00
	41-50	14	29.17
	51and more	3	6.25
work experience (year)	To 5	5	10.42
	6-10	5	10.42
	11-15	15	31.25
	16-20	10	20.83
	21 and more	13	27.08

It has been reported that the society contains 48 people

Investigation of their academic certificates demonstrated that most of the library managers possessed bachelor degrees (45.83%), 36 had academic certificates in library and medical library, and 12 persons possessed academic degrees in other disciplines (table 2).

Table 2

The results of demographic characteristics of Tehran public hospitals library managers (Degree and Age Educational field

Variables		number	percent
degree	High school diploma	3	6.25
	Associate degree	3	6.25
	B.A	22	45.83
	M.A	20	41.67
educational field	Librarianship	23	47.92
	medical librarianship	13	27.08
	Other fields	12	25.00

It has been reported that the society contains 48 people

Other results

The results of the first hypothesis of this research demonstrated that, statistically, there is not any significant relationship between optimal use of knowledge and human capital management among library managers of Tehran-based public hospitals and the hypothesis is not confirmed. The results in table 3 indicate that the correlation coefficient between the two factors under study and the significance were $r=0.037$ and $Sig=0.802$, respectively.

The results of the first hypothesis of this research demonstrated that, statistically, there is not any significant relationship between optimal use of knowledge and human capital management among library managers of Tehran-based public hospitals the hypothesis is not confirmed . The results in table 3 indicate that the correlation coefficient between the two factors under study and the significance were $r=0.037$ and $Sig=0.802$, respectively.

The results of the third hypothesis of this research demonstrated that, statistically, there is a significant relationship at 5% between optimal use of knowledge and relational capital management among library managers of Tehran-based public hospitals the hypothesis is confirmed. The results in table 3 indicate that the correlation coefficient between the two factors under study and the significance were $r=0.281$ and $Sig=0.046$, respectively.

Table3

The results of Pearson correlation coefficient test in the research minor hypotheses

Minor hypotheses	Pearson correlation coefficient	Direction	Significant difference (sig)
The relationship between human capital management and optimal using of knowledge among managers of public hospitals libraries in Tehran	0.037	-	0.802
The relationship between structural capital management and optimal using of knowledge among managers of public hospitals libraries in Tehran	0.045	-	0.760
The relationship between communicative capital management and optimal using of knowledge among managers of public hospitals libraries in Tehran	0.281*	Direct, Positive	0.046

The results of the major hypothesis of this research demonstrated that, statistically, there is significant relationship between optimal use of knowledge and intellectual capital management among library managers of Tehran-based public hospitals. The results in table 4 indicate that the correlation coefficient between the two factors under study and the significance were $r=0.312$ and $Sig=0.041$, respectively.

Table4

The results of Pearson correlation coefficient test in the research major hypothesis

major hypothesis	Pearson correlation coefficient	Direction	Significant Difference (sig)
The relationship between intellectual capital management and optimal using of knowledge among managers of public hospitals libraries in Tehran	0.312*	Direct, Positive	0.041

Correlation is significant at the 5% level

Discussion

Success of libraries depends upon their abilities in using their staff's knowledge. Therefore, the knowledge and experience of the employees of libraries, as assets to these places, must be evaluated and shared. The information obtained in this study, in terms of average age and work experience, reveals an appropriate use of experienced personnel in the above mentioned libraries. Also, the high number of female managers (39 persons) as holders of high positions in these libraries may be associated with interest of women in the library and information science (LIS). It is hoped that these women can communicate with the users better than men managers. Therefore, they can ask the users to share their experiences with other colleagues for enriching the Hospital informational level.

Librarians and information officers enjoy advantages for conducting knowledge management due to their acquired trainings and skills. They are well aware of the importance

of information and knowledge and the role of these factors in development process of organizations (Morris & Hibbert, 2011). Today, with increase of library and medical information science (LIS) graduates and their employment in medical centers, the situation of hospital libraries has been improved. The findings of this study show that only 27.08% of library managers in the public hospitals in Tehran possess medical related library certificates. Given the specialized hospital libraries and the increasing needs to more efficient workforce in specialized medical libraries, the present attempt revealed that the aforesaid workforce with the above specialty are less available in these centers and this must be taken into consideration in specialist recruitment planning. However, the available librarians with bachelor and master degrees (87.50%) in the above libraries are counted definitely as assets, because they have the knowledge of processing and disseminating information to the specialists just in time. But, if the librarians would be selected among graduate students of medical librarianship, it would be more effective.

The results of the first minor hypothesis of this research demonstrated that, statistically, there is not any significant relationship between optimal use of knowledge and human capital management among library managers of Tehran-based public hospitals. The findings of this study demonstrate that a number of libraries of public hospitals of Tehran have employed non-specialist managers in medical library disciplines. Using specialist managers in medical librarianship in the aforesaid libraries would affect positively the attitude to and optimal use of knowledge in these places. Amiri (2006), in his study, has pointed out to the employment of specialist managers as well. According to Bontis (2000), human capital, included in intellectual capital, is very important due to its potentiality as a source of innovation and strategic renewal. Human capital reveals the knowledge scope of personnel in an organization, and the staffs provide attitude and mental agility based on merit. The results of this study are inconsistent with those of studies by Bahrami et al. (2011), Hosnavi et al. (2013), and Huang & Wu (2010) in terms of human capital.

The results of the second minor hypothesis of this research demonstrated that, statistically, there is not any significant relationship between optimal use of knowledge and structural capital management among library managers of Tehran-based public hospitals. Structural capital is a knowledge which is available within the organization at the end of every working day and belongs to the whole entity; it is reproducible and could be shared with others. Structural capital is a subsidiary to human capital as well (Chen & Cheng, 2005). In fact, there should be knowledge management tools via library to access to the information for all the users and members such as the possibility of asking questions by practitioners from the experts through library website etc.

Librarians are memory managers of organizations. Beyond their duties of searching, selecting, organizing, and information management, they are expected to move toward establishment and management of knowledge. They need to go beyond the administrative staff and become real associates who use knowledge as a salient dimension of their jobs to acquire skills and knowledge at higher levels (Zare'ei, 2008). The exchange of scientific and technical information among members of an organization based on technology leads to enjoy essential information, paving the way for improvement of the organizational services. The

shared element in all patterns of running knowledge is the relationship which is established between this, skills of individuals and the structure of the organization.

In order to achieve high return of knowledge of personnel, the knowledge and information must be conducted via means of effectiveness such as technology with ability to timely collection, organizing, and presentation (Farhoudi & Doroudi, 2008). Optimal and repeated use of knowledge must be supported through providing means for information users in order to present explanations on the application ways of the information and share it with the future users.

The results of examination of this hypothesis indicate that more attention must be paid to the structural dimension of intellectual capital in the libraries under this study. The results of this study are inconsistent with those of researches by Ghanbari & Eskandari (2012) and Rezaeiyan et al. (2011) in terms of structural capital.

The results of the third minor hypothesis of this research demonstrated that, statistically, there is a significant relationship at 5% between optimal use of knowledge and communicative capital management among library managers of Tehran-based public hospitals, in a way that this relationship was direct and positive with low intensity.

The organization, aiming at development of communication among its personnel, organize its required information and knowledge in a way that all staff could be in touch with each other within a rational relationship and by benefitting from the individual and organizational knowledge; they would, despite their individual and subjective knowledge, follow the collective wisdom and interact with one another (Noushinfard et al., 2012). The most important usage of knowledge management is its application to perform different issues. Customers face difficulties in their decision makings every now and then on account of their diverse requests. This is the time for managers to find out if knowledge of the customer is organized, and at what situations it is not structured and is in need of more organizing attempts (Davenport et al., 2001). The ultimate goal of libraries is to raise the satisfaction level of users, because libraries are in direct contact with users and try to prioritize increased satisfaction of users via optimal use of knowledge. So that with usage of new technologies, in new information environments, the libraries should ask and predict knowledge management software from their higher managers in the organization and introduce it to their users and members for better communication among them and the library. Of course they can also benefit it for promoting the libraries managers knowledge.

Due to their key role in presentation of medical information, hospital and medical libraries are of high importance. These places are efficient in medical sciences and health services (Hassig et al. 2005). In the current research, the library managers of the public hospitals in Tehran, via optimal use of knowledge, make attempts to develop communication between organization, public network and services as well as efficient relationship with their users and customers. However, the achieved results of this study show that they need to make more serious efforts in this connection.

The obtained results of this hypothesis are consistent with those of researches by Al-Nsour & Al-Weshah (2011) and Bahrami et al. (2011) in terms of communicative capital; they, however, are inconsistent with those of a study by Sarlak et al. (2012) in this respect.

Investigations of the major hypotheses of this study revealed that, statistically, there is a significant relationship between optimal use of knowledge and intellectual capital management among library managers of Tehran-based public hospitals, in a way that this relationship was direct and positive with low intensity. In an interrelationship, human capital and structural capital contribute the organizations to form, develop and apply the capital of customers coordinately (Chen & Cheng, 2005). Bontis (2000) believes in mutual relationship among the components of intellectual capital in a way that an organization fails to use the knowledge of its personnel and take care of its customers' capital aptly if, despite enjoying a good human capital, it does not hold appropriate structural capital.

As it is perceived from ideas of some scholars such as Bontis, it is not possible to receive suitable answers from intellectual capital without a convenient relationship between human capital and structural capital in an organization; a result which was achieved in this study as well. Given the insignificant relationship between the optimal use of knowledge and human and structural dimensions among the library managers of public hospitals of Tehran, and considering the attempts of managers to establish and develop the communicative dimension of intellectual capital, the statistical results, although, indicate a significant relationship in optimal use of knowledge in this dimension, this relation is positive, but of low intensity.

The results of this study are consistent with those of researches by Ghanbari & Eskandari (2012), Hosnavi et al. (2013), Rezaeiyan et al. (2011), Al-Nsour & Al-Weshah (2011) and Huang & Wu (2010) in terms of investigating certain dimensions of intellectual capital and their variables.

Conclusion

In the high speed and knowledge-based era, as the most important asset of an organization, intellectual capital is able to provide sustainable competitive advantage for the organization. Therefore, managers are expected to increase their intellectual capital knowledge and develop it via support of its components including human, structural, and relational capitals. The increasing effectiveness and efficiency of organizations depends upon taking optimal use of organizational knowledge and intellectual capital into consideration, and evaluation of this would lead to better and optimized decision makings and improved qualitative services of libraries, especially the hospital ones. In fact the true power will be generated by management of human capital via knowledge management within the organization. In this respect some efforts should be made and some facilities should be prepared such as: revision in recruitment program, so that medical librarianship graduates would be employed, and Information sharing tools such as knowledge management software should be provided for sharing the experiences among the users and the members. With this kind of software the possibility of having on line workshops and interaction about all experiences among users will be possible easily through the library website. Therefore the optimal use of knowledge will be possible more easily and become more accessible to arise intellectual capital of the organization.

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