Presenting the proposed model of dynamic knowledge management in Iran's government-sponsored organizations

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Abstract

The current research has been done with the aim of providing a model for dynamic knowledge management in Iranian government-sponsored organizations. As regards purpose, the present research is applied , regarding approach it is exploratory-survey, and typically it is qualitative. The statistical population of this research was a group of experts, including university professors, and senior managers of the Zanjan Province Industry, Mining and Trade Organization, and based on the theoretical sampling method, 11 people from among them were selected as a statistical sample and were interviewed. The approach adopted in this research to analyze the interviews was theme analysis. The findings showed that five main themes were identified. The first main theme, the promotional levers of dynamic knowledge management, which has five sub-themes, including senior managers' awareness of the necessity and importance of dynamic knowledge management, a strategic view of dynamic knowledge management, the commitment of senior managers to the institutionalization of dynamic knowledge management, organizational culture aligned with knowledge management, and the institutionalization of dynamic thinking in the organizational knowledge management system. The second main theme is the intra-organizational foundations of dynamic knowledge management, which has two sub-themes of empowering employees in the field of dynamic knowledge management, and the requirements announced by the presidential institution in the field of administrative system transformation. The third main theme, the external factors of dynamic knowledge management, with two sub-themes including technological changes in the field of knowledge

management, and the level of stakeholders' expectations. The fourth main theme, which was also selected as the central core of the research model and was strategic, is the executive levers of dynamic knowledge management, which has three sub-themes including the redesign of organizational knowledge management processes to align with dynamic knowledge management, providing technical and technical infrastructures for knowledge management, and dynamic continuous monitoring of the environment. The results of the present research led to the presentation of a new model in the field of dynamic knowledge management in Iranian government-sponsored organizations with five main variables .

Keywords: Dynamic knowledge management, Government organizations, Proposed model, Theme analysis.

Introduction

In recent decades, we have witnessed the emergence of a new approach in public administration. In other words, a new approach that has been formed to face the complex problems and issues of today. The necessity of dealing with challenges such as technology change, globalization, information revolution and international competition has forced governments to make major changes in their public administration sector. The paradigm of the traditional model of administration, which was considered a dominant theory in most of the 20th century, has given way to modern public administration in recent years, when we have witnessed far more extensive changes than all the changes of the 20th century. The important feature of the new approach of public administration is to attract people's participation in doing things and leaving things in their hands. This new approach is suitable for societies in which the opinion of clients and customers of organizations is highly valued and important, the dignity and worth of human beings is considered, and being responsive to the needs of society and the satisfaction of its people is the main goal of organizations (Nuri Nesab and Zafari, 2019). For a long time, knowledge management has been at the center of government duties and an inseparable part of strategies, planning, consulting and implementation. The available evidence shows that the public sector is lagging behind in this experience. Governments are now aware of the importance of knowledge management in policy making and providing services to the people, and in some government departments, knowledge management has been put on the agenda of the government (Qobadi, 2015).

In recent decades and the increase in speed and volume and environmental changes, traditional strategic management models have become unable to deal with various problems

and questions arising in the field of organizational management in today's dynamic environments. Therefore, the effective application of knowledge management capabilities and the unique development of dynamic capabilities, in order to quickly respond to today's dynamic and changing environment, has become an urgent need (Sanobar & et al., 2014). Organizations have started joining the knowledge process, and new concepts such as knowledge work, knowledge management, and knowledge organizations indicate the intensification of this process (Salawati, 2018). Knowledge management in the organization is highly emphasized as an important and fundamental issue. While this is not a new phenomenon, seemingly, what has caused this category to be noticed today is the many environmental changes (Rafiei Jezi, 2013).

Since flexibility and quick reaction to changing environmental conditions, better use of human resources and knowledge available to them, as well as making better decisions, are considered essential for the success of organizations, therefore, using a suitable knowledge management system with a dynamic approach , has a significant contribution to their development and progress (Ismailzadeh and Poursrajian, 2012). In this regard, we are facing a relatively new concept called dynamic knowledge management in the organizational field. Dynamic knowledge management was first proposed in 1994 by Nonaka. Dynamic knowledge management tries to achieve the highest performance in the field of knowledge management, and in this way, it takes advantage of a combination of cultural, technological and organizational factors (Piorovski & et al., 2013). In this regard, it has been proven that one of the characteristics of agile organizations is the role of dynamic

organizational capabilities in the process of knowledge management, and this facilitates the processes of absorbing, sharing and applying knowledge (Oliva & et al., 2019). Also, researchers have shown that dynamic knowledge management was recognized as a tool that these companies can take advantage of to compete internationally (Delacourt & et al., 2013).

According to the general policies of the administrative system announced by the Supreme Leader of Iran, "Knowledge-based administrative system through the application of the principles of knowledge management and information integration, with an emphasis on Islamic values" is considered as a main strategy of the country's government organizations. And all the active institutions under the supervision of the three forces of the country must take steps towards the implementation of this important policy. The current state of the country's government organizations shows that most of them face major challenges in using knowledge management capabilities. And the more we face technological advances, environmental changes and cultural transformations, these challenges become more colorful (Karekhaneh, 2019). But the main problem is the lack of study in dynamic knowledge management in the government-sponsored organizations of the country, which has largely prevented its learning at the level of these organizations. Because unlike information, knowledge has a dynamic nature, and currently the existing models are not addressing this characteristic of knowledge. This points out the need to change the approach from traditional models of knowledge management to its dynamic models. Therefore, the present research aims to answer the following main question: What elements and factors does the proposed model

of dynamic knowledge management in government-sponsored organizations include?

Research literature

In the review of research literature, the first principle is to find the theoretical foundations and backgrounds related to the research topic. This requires special accuracy and meticulousness in searching and citing scientific and research articles. To access the research background, databases and external sites such as Google Scholar, Emerald, Elsevier[1], Science Direct, Springer, ProQuest, etc.; Also, domestic databases such as Noormags[2], Magiran[3], comprehensive humanities portal(Ensani)[4], Scientific Information Database(SID)[5] ,Iranian Research Institute for Information Science and Technology (IranDoc) [6], etc. were searched. The search results showed that few studies have been done on the topic of the current research and there is an obvious research gap in the field of identification and designing elements and factors affecting the proposal of an ideal model for dynamic knowledge management in government-sponsored organizations in the country. Some related researches are mentioned below:

Spanlis & et al. (2021) in their research entitled "A dynamic model of knowledge management in innovative technology companies" reached the following conclusions: First, the management of ideas can be considered as an action in the field of knowledge management. By engaging employees in

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[6] . https://irandoc.ac.ir/

the idea race, they will also share organizational knowledge. Second, the innovative way of thinking may conflict with the optimizing way of thinking. This is because innovation requires the company to be more tolerant of mistakes and risk taking, while continuous improvement and optimization focuses on reducing waste, including wasted time. This research is applied in terms of purpose and causal in terms of method and uses regression method in the process of testing hypotheses.

Oliva & et al. (2019) in their research entitled "Integration of knowledge management and dynamic capabilities in agile organizations" concluded that one of the characteristics of agile organizations is the role of dynamic organizational capabilities in the knowledge management process, and this facilitates the processes of absorbing, sharing and applying knowledge.

Sheikhi & et al.(2019) in their research entitled "Investigating the relationship between modern knowledge management and social capital with dynamic capabilities in the organization (case study: sports media staff in Isfahan province)" concluded that knowledge as a social resource is constructed and shared, and its main interest is "social relations and interaction" and focuses on the characteristics of social relations that connect actors and the social capital , both of which have dynamic capabilities in pertinent organizations .

Golmohammadi and Shahbazi (2018) in their research entitled "The effect of knowledge management on the performance of companies: emphasizing the role of dynamic capabilities and social capital" concluded that the effect of knowledge management on performance has not been significant, and it is significant only indirectly via social capital. Knowledge management has no significant effect on

dynamic capabilities either. Other findings showed that social capital is effective on performance and dynamic capabilities, and dynamic capabilities also have a significant effect on performance.

Hakimi (2018) in his research entitled "Investigating the impact of information technology support of knowledge management on business performance, the mediating role of dynamic capabilities" concluded that dynamic capability is a mediating and meaningful organizational structure through which the benefits of management capability Information technology knowledge and support turn into performance results at the level of large businesses; Therefore, it can be argued that information technology support for knowledge management has indirect benefits for the managers of the top 50 companies in Iran. This relationship shows that companies should align IT support with their strategic needs.

Kanjkaummmanfard & et al. (2018), in their research entitled "The role of dynamic capabilities and customer knowledge in the effect of knowledge management capabilities on performance (research sample: Gas Company of Yazd Province)", concluded that the variable of knowledge management capability has a positive and significant effect on the variables of dynamic capability and customer knowledge, and of course knowledge management capability has the greatest effect on the variable of dynamic capability. The two variables of dynamic capability and customer knowledge also have a positive effect on the company's performance, with still dynamic capability having the greatest impact on the company's performance. Also, the direct effect of knowledge management capability on company`s performance was rejected. The results indicate that the knowledge management capability has an indirect

effect on the company's performance through the variables of dynamic capability and customer knowledge.

Sanobar & et al. (2014) in their research entitled "Investigating the effect of knowledge management capability and dynamic capability on organizational performance" concluded that knowledge management capability and dynamic capability have a significant relationship with organizational performance. Knowledge management capability increases the dynamic capability of organizations and dynamic capability in turn increases organizational performance and provides competitive advantages for the organization.

Delacorte & et al.(2013) in their research entitled "Innovation in traditional companies: dynamic knowledge for international competition" concluded that dynamic knowledge management was recognized as a tool that the aforementioned companies can take advantage of to compete internationally.

Sir and Wei (2010) in their research entitled "Individual and social dynamics of knowledge sharing" concluded that in a dynamic system, people's personal preferences for sharing, individual perceptions about costs and benefits, and structural communication with knowledge recipients all have a significant effect on knowledge sharing behavior.

Methodology

As regards purpose, the present research is applied , regarding approach it is exploratory-survey, and typically it is qualitative. The statistical population of this research was a group of experts, including university professors, senior managers of the Zanjan Province Industry, Mining and Trade

Organization, and based on the theoretical sampling method, some people were selected as a statistical sample and interviewed. Selection of experts and conducting interviews with them continued until theoretical saturation was reached and then it was stopped. Since the theme analysis method was used, the main tool of data collection was in-depth interviews with experts. In these interviews, the researcher tried to enter into the discussion in a completely indirect way and raise questions about dynamic knowledge management in government-sponsored organizations and in this way, get the basic concepts for designing the model. In this research, to ensure the validity of the interviews, the researcher's long-term involvement with the research environment and his continuous observations in the research environment were used, including earning the trust of the subjects of the research, learning the culture of that environment and dealing with misunderstandings caused by the interventions of the researcher or informants. Also, to ensure the reliability of the interviews, after each interview, the extraction codes were shared with the interviewee to ensure that the codes that the researcher deduced from the interview are consistent with the interviewee's frame of mind. To analyze the interviews and obtain the conceptual model of the research, the method of theme analysis and open and axial coding was used.

Research findings

The first step of analyzing the findings was identifying and extracting the primary concepts from the content of the interviews. Accordingly, after conducting each interview, the researcher extracted and coded the concepts in the text of the interview by reviewing it several times. A total of 11 interviews was conducted, and 130 initial concepts were extracted After examining and putting them together, 41

concepts were identified, which can be seen in Table No. 1. (It should be said that the codes next to the concepts include a Latin letter and a number. The Latin letter (in alphabetical order) indicates the interviewee, and the number next to this letter indicates the number of the concept extracted from that particular interview.

Table No. 1. Identified concepts

Codes	Identified concepts
A1 , B4 , E6	The current knowledge management in the country's government-sponsored organizations does not have dynamic approaches, but it must move towards dynamics.
A2 , B9 , G5, K1	Senior managers of government organizations should be deeply aware of why they are moving towards dynamic knowledge management
A3 , B1	Dynamic knowledge management is a strategic advantage and superiority
A4 , F2	Empowering employees makes the necessity and importance of dynamic knowledge management clear to them and how to implement this new approach.
A5 , E4 , J1	The senior managers of government organizations should show their commitment to the dynamic knowledge management system in a big way and from different platforms so that it can be modeled for the employees and the importance of this approach in the organization will increase.
G10, K2	Considering the hardware and software facilities as well as the infrastructure provided for government-sponsored organizations, surely the Islamic Republic of Iran has high expectations from these organizations.
A6 , C10 , I4	One of the common characteristics of agile organizations is the use of a dynamic and agile organizational knowledge management system.

B2 , D8	Dynamic knowledge management in government-sponsored organizations of the country will be effective on the improvement of their efficiency
C_1 , F_9 , G_4 , H_4	Advances in the field of information technology have directly affected how organizational knowledge is managed
A_7 , D_7 , G_3, K_3	The implementation of any new method and approach requires a series of infrastructures that must be considered
A_8 , C_8	In this day and age, agility is a need, not an advantage, and to be agile, the right knowledge is needed at the right time and in the right situation.
B_3, J_2	Better management of knowledge in government-sponsored organizations certainly has an effect on the overall performance of the government and the satisfaction of the country's senior managers.
A_9 , C_{11} , E_{10}	The institutionalization of dynamic thinking in the organizational knowledge management system provides the basis for the implementation of strategies in this field
A_{10} , G_2 , H_9	If senior managers look at organizational knowledge management from a strategic point of view , they will certainly welcome new approaches in this field.
B_5 , F_4 , I_6	Organizational culture aligned with dynamic thinking is a very important driver in the field of dynamic knowledge management
A_{11} , K_4	Many senior managers of the country's government-sponsored organizations are even unfamiliar with the concept of dynamic knowledge management, let alone its importance and necessity.
B_6 , F_6	Environmental monitoring is one of the important principles of management, especially in today's changing world
A_{13} , E_3, J_1	In order to implement dynamic knowledge management in the government-sponsored organizations of the country, the requirements and circulars issued by the vice president of support and

	administrative transformation of the presidential institution seem necessary.
D_{11} , E_2	Organizational culture is a causal variable amidst many organizational variables and of course it is influenced by some of them
A_{14} , B_7 , D_4, E_{13}	It is quite natural that the type of management in organizations changes with the advancement of real technology
D_1 , F_3, H_7	Moving from traditional knowledge management systems to dynamic knowledge management requires the redesign of organizational processes.
C_3 , F_{10} , G_8 , H_1	Once the importance and necessity of an issue is absolutely demonstrated to the senior managers, they will start moving towards it.
B_{11} , D_6 , E_1 , J_3	If the dynamic knowledge management is well institutionalized and implemented in the country's government-sponsored organizations, it can be expected that their effectiveness will improve in order to achieve the goals.
A_{12}, C_9, F_1, H_3	Employees of government-sponsored organizations expect new organizational approaches and facilities and relevant equipment from their organizational collections.
B_8 , C_2, D_{10}, E_7, G_7 , K_7	Senior managers of government-sponsored organizations should demonstrate in practice that they are committed to the institutionalization of dynamic knowledge management among their subordinates.
B_{10} , F_{11}, G_6 , H_2	One of the important drivers in the implementation of dynamic knowledge management is the empowerment of employees and people involved in field processes
A_{16} , C_6 , F_{12} , H_8	Past researches have shown that dynamic knowledge management is formed at the strategic levels of organizations and is implemented at lower levels.
C_5 , D_9, I_5, J_4	The past processes in the field of knowledge management of government-sponsored

	organizations are not responsive to dynamic approaches
C_4, D_2, E_{12}, J_2	Organizational changes and improvements mainly originate from the senior levels of the organization
F_8, I_7	Organizational environments are constantly changing, both in terms of software and hardware
$A_{15}, C_{14}, D_3, E_9, J_6$	Improvement in the performance of government organizations results in the satisfaction of the society members.
E_8, G_{11}, K_5	Managers and experts of knowledge management in the organizations of the country should establish this approach as a new paradigm in the whole organization
C_{15}, G_1, I_2, J_5	Static, traditional, regressive organizational cultures are contrary to the spirit of dynamism
D_5, F_7, G_9, J_5	Dynamic knowledge management needs its own technical infrastructure
B_{13}, C_7, G_{12}, J_7	Compared to the past, the level of society's expectations from government-sponsored organizations has increased a lot
B_{12}, E_{11}	Some ministries keep acting passively in the field of administrative system transformation until the mandatory instructions are communicated to them.
F_{13}, H_5	Environmental monitoring and reviews should be continuous, not intermittent
C_{13}, E_5, I_3, J_3	Government organizations should promote and institutionalize dynamic thinking at their various levels
C_{12}, F_5, J_6	Correct management of organizational knowledge can lead to faster decisions and more urgent actions
I_1, K_6, J_4	Sometimes a direct order from the superior institution acts as a catalyst and paves the way for the institutionalization of new organizational approaches.
H_6, J_7	Technologies are now available that were inconceivable some years ago

Identification of sub-themes

At this stage, an attempt was made to create more general categories called "sub-themes" by paying close attention to the identified concepts and recognizing their similarities and differences , and to place the concepts of the same direction in these more general categories. The result of this process was the identification of 15 sub-themes, which can be seen in Table No. 2 along with the related concepts:

Table No. 2. Identification of sub-themes

Row	Sub-themes	basic concepts
1	Technological changes in the field of knowledge management	Advances in the field of information technology have directly affected how organizational knowledge is managed
		It is quite natural that the type of management in organizations changes with the advancement of real technology
		Technologies are now available that were inconceivable some years ago
2	A strategic look at dynamic knowledge management	Dynamic knowledge management is a strategic advantage and superiority
		If senior managers look at organizational knowledge management from a strategic point of view, they will certainly welcome new approaches in this field.
		Past researches have shown that dynamic knowledge management is formed at the strategic levels of organizations and is implemented at lower levels.
3	Providing technical infrastructure for dynamic knowledge management	The implementation of any new method and approach requires a series of infrastructures that must be considered

		Dynamic knowledge management needs its own technical infrastructure
4	Empowering employees in the field of dynamic knowledge management	One of the important drivers in the implementation of dynamic knowledge management is the empowerment of employees and people involved in field processes
		Empowering employees makes the necessity and importance of dynamic knowledge management clear to them and how to implement this new approach.
5	Organizational culture aligned with dynamic knowledge management	Static, traditional, regressive organizational cultures are contrary to the spirit of dynamism
		Organizational culture aligned with dynamic thinking is a very important driver in the field of dynamic knowledge management
		Organizational culture is a causal variable amidst many organizational variables and of course it is affected by some of them
6	The institutionalization of dynamic thinking in the organizational knowledge management system	Government organizations should promote and institutionalize dynamic thinking at their various levels
		The current knowledge management in the country's government-sponsored organizations does not have dynamic approaches, but it must move towards dynamics.
		Managers and experts of knowledge management in the organizations of the country should establish this approach as a new paradigm in the whole organization
		The institutionalization of dynamic thinking in the organizational

		knowledge management system provides the basis for the implementation of strategies in this field
7	Improving organizational agility	Proper management of organizational knowledge can lead to faster decisions and more urgent actions
		One of the common characteristics of agile organizations is the use of a dynamic and agile organizational knowledge management system.
		In this day and age, agility is a need, not an advantage, and to be agile, the right knowledge is needed at the right time and in the right situation.
8	Senior managers' awareness of the necessity and importance of dynamic knowledge management	Organizational changes and improvements mainly originate from the senior levels of the organization
		Senior managers of government organizations should be deeply aware of why they are moving towards dynamic knowledge management
		Once the importance and necessity of an issue is absolutely demonstrated to the senior managers, they will start moving towards it.
		Many senior managers of the country's government-sponsored organizations are even unfamiliar with the concept of dynamic knowledge management, let alone its importance and necessity.
9	Improving stakeholder satisfaction	Improvement in the performance of government organizations leads to the satisfaction of the society members
		Better management of knowledge in government-sponsored organizations certainly has an effect on the overall

		performance of the government and the satisfaction of the country's senior managers.
10	Senior managers' commitment to the institutionalization of dynamic knowledge management	Senior managers of government-sponsored organizations should demonstrate in practice that they are committed to the institutionalization of dynamic knowledge management among their subordinates.
		The senior managers of government organizations should show their commitment to the dynamic knowledge management system in a big way and from different platforms so that it can be modeled for the employees and the importance of this approach in the organization will increase.
11	Redesigning organizational knowledge management processes to align with dynamic knowledge management	The past processes in the field of knowledge management of government-sponsored organizations are not responsive to dynamic approaches
		Moving from traditional knowledge management systems to dynamic knowledge management requires the redesign of organizational processes.
12	The requirements announced by the presidential institution in the field of administrative system transformation	Sometimes a direct order from the superior institution acts as a catalyst and paves the way for the institutionalization of new organizational approaches.
		In order to implement dynamic knowledge management in the government-sponsored organizations of the country, the requirements and circulars issued by the vice president of support and administrative

		transformation of the presidential institution seem necessary.
		Some ministries keep acting passively in the field of administrative system transformation until the mandatory instructions are communicated to them.
13	Improving organizational productivity	Dynamic knowledge management in government-sponsored organizations of the country will be effective on the improvement of their efficiency
		If the dynamic knowledge management is well institutionalized and implemented in the country's government-sponsored organizations, it can be expected that their effectiveness will improve in order to achieve the goals.
14	The level of stakeholder expectations	Compared to the past, the level of society's expectations from government organizations has increased a lot
		Considering the hardware and software facilities as well as the infrastructure provided for government-sponsored organizations, surely the Islamic Republic of Iran has high expectations from these organizations.
		Employees of government-sponsored organizations expect new organizational approaches and pertinent facilities and equipment from their organizational collections.
15	Continuous monitoring of the environment	Organizational environments are constantly changing, both in terms of software and hardware

		Environmental monitoring is one of the important principles of management, especially in today's changing world
		Environmental monitoring and reviews should be continuous, not intermittent

Identifying the main themes

At this stage, we tried to place the sub-themes of the same gauge in the form of more general categories called "main themes" . The result of this process can be seen in table number 3:

**Table 3) Identification of the main themes**

Main themes	Sub-themes
Promotional levers of dynamic knowledge management	Senior managers' awareness of the necessity and importance of dynamic knowledge management
	A strategic look at dynamic knowledge management
	Senior managers' commitment to the institutionalization of dynamic knowledge management
	Organizational culture aligned with dynamic knowledge management
	The institutionalization of dynamic thinking in the organizational knowledge management system
Intra-organizational foundations of dynamic knowledge management	Empowering employees in the field of dynamic knowledge management
	The requirements announced by the presidential institution in the field of administrative system transformation

External factors of dynamic knowledge management	Technological changes in the field of knowledge management
	The level of stakeholder expectations
Executive levers of dynamic knowledge management	Redesigning organizational knowledge management processes to align with dynamic knowledge management
	Providing technical infrastructure for dynamic knowledge management
	Continuous monitoring of the environment
Expected consequences of dynamic knowledge management	Improving organizational productivity
	Improving organizational agility
	Increasing stakeholder satisfaction

Proposed the final model

Based on the results of the research, the dynamic knowledge management model in government-sponsored organizations was drawn as shown at Figure 1:

External organizational frameworks for dynamic knowledge management
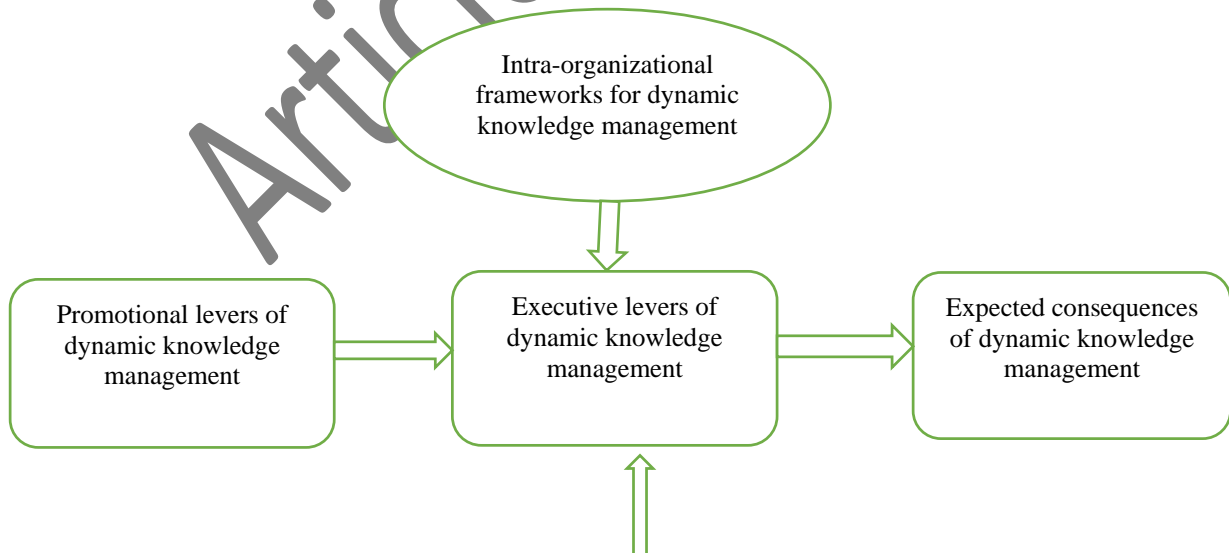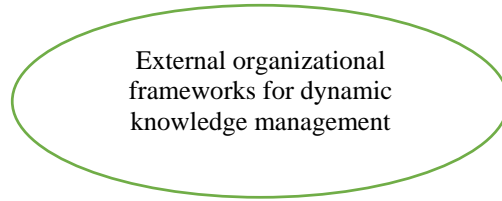
Figure 1) Proposed research model

Based on the resulting themes and concepts, the following model was designed for new model in the field of dynamic knowledge management in Iranian government-sponsored organizations. This model has five main variables including: promotional levers of dynamic knowledge management, intra-organizational factors of dynamic knowledge management, extra-organizational factors of dynamic knowledge management, executive levers of dynamic knowledge management, and expected consequences of dynamic knowledge management.

Discussion and conclusion

Based on the qualitative analysis, five main themes were finally identified. The first main theme is the promotion levers of dynamic knowledge management, and five sub-themes include senior managers' awareness of the necessity and importance of dynamic knowledge management, a strategic view of dynamic knowledge management, the commitment of senior managers to the institutionalization of dynamic knowledge management, and organizational culture aligned with knowledge management. Dynamic included the institutionalization of dynamic thinking in the organizational knowledge management system. This category of themes generally refers to variables that can act as a lever and help the implementation and institutionalization of dynamic knowledge management in organizations. The second main

theme is the intra-organizational foundations of dynamic knowledge management, with two sub-themes including the empowerment of employees in the field of dynamic knowledge management, and the requirements communicated by the presidential institution in the field of administrative system transformation. This category of themes refers to the fields and platforms within government-sponsored organizations, whose existence and strengthening help to implement and institutionalize dynamic knowledge management. The third main theme is the external factors of dynamic knowledge management, with two sub-themes including technological changes in the field of knowledge management, and the level of stakeholders' expectations.

This category of themes refers to fields and platforms outside government organizations, whose existence helps to implement and institutionalize dynamic knowledge management. The fourth main theme, which is also selected as the central core of the research model and is of a strategic nature, is called the executive levers of dynamic knowledge management, with three sub-themes including the redesign of organizational knowledge management processes to align with dynamic knowledge management, providing technical management infrastructures. It accommodates dynamic knowledge, and continuous monitoring of the environment. This category of themes, influenced by the previous three main themes, acts as a strategy and implements the main goal, which is to spread dynamic knowledge management in government-sponsored organizations. The fifth and last main theme is the expected consequences of dynamic knowledge management, with three sub-themes including improving organizational productivity, improving organizational agility, and increasing stakeholder satisfaction. This category

of themes refers to the direct and indirect consequences of the implementation of dynamic knowledge management in government-sponsored organizations. In general, the results of this research, are in accordance with the results of the research conducted by Sheikhi & et al. (2019), Delacorte & et al. (2013), and Sir and Wei (2010).

According to the experiences gained in this research, It is suggested that future researchers test the conceptual model resulting from this research in a large society using quantitative approaches such as structural equation modeling. Also, it is suggested they design local and Iranian models instead of western models in the field of dynamic knowledge management in the direction of the macro policy of "Iranian Islamic model of progress" which was emphasized by the Supreme Leader of Iran.

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Appendix 1. Author's Profile Guide

A Sample Profile of Faculty Members:

Academic Rank (Instructor, Assistant Professor, Associate Professor, Full Professor), Department, Faculty, University, City, Country.

Example: Assistant Professor, Educational Psychology Dept., Faculty of Psychology and Educational Sciences, Allameh Tabataba'i University, Tehran, Iran.

A Sample of Student Profile:

The Student of (Bachelor, Master, Ph.D.), Field of Study, University, City, Country.

Example: M.Sc. Student in Educational Psychology, Allameh Tabataba'i University, Tehran, Iran.

A Sample of Profile for Individuals and Freelance Researchers:

Degree (Bachelor, Master, Ph.D.), Field of Study, University, City, Country / Organization or Workplace, City, Country.

Example: Master of Educational Psychology, Allameh Tabataba'i University / Education Department, Tehran, Iran.