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# The process and infrastructures of the implementation of the model of documenting the experiences of employees

F. Tavallaee, M. Kheirandish*, N. Asgari

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**Abstract** In today's rapidly evolving business environment, organizations are increasingly recognizing the importance of capturing and leveraging the experiences of their employees. Documenting employee experiences can provide valuable insights into best practices, lessons learned, and innovative ideas that can drive organizational growth and success. The importance of knowledge and experience as the most important intangible asset in gaining a competitive advantage in organizations is not hidden from anyone and organizations are looking for the optimal use and management of knowledge and experiences in the form of documentation projects, for the correct and effective implementation of these projects, it is necessary to design a suitable implementation model. Based on this, in this research, the design of the effective implementation model of documenting the experiences of the employees of the General Administration of Social Security Treatment has been discussed. This research aims to contribute to the existing literature by providing practical insights into the process and infrastructures required for the successful implementation of a model for documenting the experiences of employees. The results can guide organizations in developing effective strategies to capture, store, and utilize employee knowledge for enhanced organizational performance and competitiveness. In this research, the exploratory mixed method - thematic analysis and survey strategy - was used. The statistical community of the qualitative section includes 15 experts from the general administration and the quantitative section includes 180 working managers. Collecting data in the qualitative part with in-depth semi-structured interviews and reviewing the theoretical foundations of the research and the background of the research and in the quantitative part with the researcher's questionnaire, the validity, and reliability of each part were confirmed. The data in the qualitative part were analyzed using three-step coding and in the quantitative part with descriptive statistics (demographic characteristics) and inferential statistics (structural equation modeling) tests. Based on the analysis of the research data, the implementation model of documenting the experiences of employees included 32 basic themes, 5 organizing themes (the executive process of documentation, human resource requirements, technological requirements, cultural requirements, and legal requirements), and an overarching theme in the form of implementation. Also, the quantitative data analysis of the research indicated the appropriateness of the model of documenting the experiences of

* **Corresponding Author. (✉)**
**E-mail:** Kheirandish@ssau.ac.ir

**F. Tavallaee**
Faculty of Management and Economics, Science and Research Branch, Islamic Azad University, Tehran, Iran.

**M. Kheirandish**
Public Administration Department, Science and Research Branch, Islamic Azad University, Tehran, Iran, Shahid Sattari Air University, Tehran, Iran.

**N. Asgari**
Public Administration Department, Science and Research Branch, Islamic Azad University, Tehran, Iran, Shahid Sattari Aviation University, Tehran, Iran.

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employees. Any effective implementation process regarding experience documentation patterns requires infrastructure in the form of appropriate dimensions and components. This importance has been identified in the final model of the research. Based on this, implementing and carrying out the required measures based on vulnerability will provide the basis for institutionalization and greater acceptance of this project.

**Keyword:** Documentation of Experiences, Experiences of Employees and Managers, Implementation Process.

## 1 Introduction

Today, the most important capital in the competitive advantage of organizations in the world is knowledge [1]. According to the United Nations, from 2025, the amount of human knowledge will be double every 75 days, and the information from the previous 75 days may no longer be useful. Researchers have announced the doubling speed of knowledge even in 12 hours [2]. The knowledge that is born by a human agent or a computer during problem-solving is called experience, which is one of the most important sources of knowledge if it is documented, it leads to the improvement of organizational performance and if it is not recorded and documented, it will lead to the continuous repetition of the organization's problems, which according to various types of research, 70% of an organization's problems are repeated; Because, the knowledge and experience gained from the past failures and successes of the organization have not been recorded and used by the employees systematically to learn from them and repeating the ways that have failed before is a waste of time and money and falling behind the competition cycle and even "death" in the life cycle of the organization [3-4]. We should know that knowledge gained from mistakes is a tool to achieve success in the future [5]. The goal of organizations and managers in implementing the process of documenting experiences can be seen as teaching the correct and promising approach instead of using the trial and error method and helping to reduce the costs of re-doing actions that have been proven incorrect in the past [6].

One of the most important sources of knowledge acquisition, training, and organizational empowerment is documenting the experiences of experienced employees, and many techniques have been developed to extract the tacit knowledge of experienced employees [7]. In expressing the importance of knowledge management and documentation of experiences from the point of view of politicians, it should be said: In the text "General Policies of the Administrative System" in the fifth paragraph, in addition to improving the level of knowledge and skills, it is necessary to create a context for the spiritual growth of human resources and to improve the level of knowledge, expertise, and skills [8]. They are emphasized. In the 16th paragraph, the knowledge-based administration system is mentioned through the application of knowledge management principles and information integration with emphasis on Islamic values, and in the 20th paragraph, it is mentioned to avoid personal and tasteful interactions in all activities and in the 25th paragraph, efficiency and coordination are mentioned [9]. The structures and methods of monitoring and control are emphasized in the administrative system and information integration [10]. On the other hand, in the comprehensive reform program of the administrative system - the second period of 2018-2020, approved by the Council of Ministers and approved by the Supreme Administrative Council in its fifth program under the title: "Improvement in management systems and technologies" under the title "Design and establishment of knowledge management system and summarizing experiences" It is mentioned in government agencies [11]. To improve the

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level of knowledge and establish the knowledge management system, the expertise and skills of the employees of organizations, the integration of information, the avoidance of personal and tasteful encounters in all activities, the integration of information in the administrative system and the summation of experiences in government institutions, it is possible to document the experiences and knowledge of employees and form and Enrichment of knowledge pools used in the organization [12].

By documenting the experiences and teaching the hidden knowledge of employees to each other, we will have a "learning organization" because the purpose of training in organizations should be to create learning organizations, and "learning" will not take place unless there is a "change" in the behavior of people (employees) (learning means a behavior change) [13].

Currently, organizations are facing great challenges in documenting experiences, such as a lack of sufficient understanding of the nature and philosophy of documentation, as well as its methodology and implementation models in the organization, another challenge is that not all organizational events are worth documenting and continuous storage, but events are worth documenting that On the one hand, they were already hidden in the organization (both good and bad) and on the other hand, significant material and spiritual results have been obtained by the organization after using them [14].

In our country, from 2010 onwards, the process of gaining experience and factors affecting it were brought up in organizations, and in all articles, only theoretical attention was paid to documentation and factors affecting it. It seems that documenting experiences in organizations is a formality, and employees copy and paste information to speed up the process of promotion or retirement, and the importance of documenting both culturally and in terms of supporting information and using it, not much has been done. In the social security organization, knowledge management and documentation of the oral history of social security have not been dealt with in a codified, coherent, and comprehensive manner, and if case measures have been taken, they have lacked impartiality, comprehensiveness, and stability and have been influenced by managerial tastes and political atmosphere. Based on this, documenting experiences in social security can help to learn from experience, reduce the repetition of mistakes, increase the speed of processes, increase the socialization of new employees and increase the productivity of the organization, create organizational synergy due to the use of other people's experiences, increase the collection of experiences and learn from The experiences of others, creating a common feeling and perspective due to the documentation and transmission of experiences, the historical-analytical and practical recording of experiences, successes and failures, achievements, stages of growth and other defining events of the organization and providing a context for reviewing and evaluating them, providing a context for recording, expanding and teaching the culture of the organization to the next generations of employees and managers, creating and expanding insight, knowledge, ability and creativity among managers and employees, creating organizational transformation through the transfer of experiences, increasing organizational productivity through paying attention to the documentation of efficiency and effectiveness criteria and their implementation, facilitating the circulation of information and experiences of others, creating a suitable platform for the exchange of experiences and ideas through effective learning teams.

According to the above-mentioned, in contemporary organizations, the documentation of employee experiences is recognized as a valuable resource for fostering knowledge sharing, enhancing organizational learning, and driving innovation. However, the lack of comprehensive research addressing the practical implementation aspects of a model for

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documenting employee experiences poses significant challenges for organizations seeking to leverage this valuable resource effectively. In the typology of documentation studies, attention is mainly paid to the process or stages of documenting experiences and their necessity and importance in organizations, and in some cases, the issues of documentation barriers, documentation tools or techniques, and documentation infrastructures are addressed, and the "comprehensive" view of the documentation category is neglected. In most of the experience documentation projects, limited structural, cultural, legal, technological, and behavioral infrastructures are mentioned; While in the "implementation" phase, other factors such as financial issues and human resources, as well as the process view of implementation should be taken into consideration. Based on field investigations (inquiry from SICA, Iran Doc, etc.) and the report of the statistics department of the investigated organization, in the social security organization, the documentation of employees' experiences has either not been done or is at a minimum possible, and there is a huge waste of human and material capital and Time is spent on things that are much easier to achieve with the documentation process. The current research gap lies in the absence of detailed guidance on how organizations can practically implement a structured model for documenting employee experiences, along with the infrastructural requirements necessary to support this process. Key issues include the lack of a clear implementation framework, inadequate technological and organizational infrastructures, and challenges in integrating the documentation process into existing workflows, limited empirical studies, and uncertainty regarding the impact on organizational performance. By addressing these issues through empirical research, organizations can gain insights into the processes and infrastructures required for the successful implementation of a model for documenting employee experiences. This research aims to bridge the gap between theoretical discussions and practical implementation, enabling organizations to harness employee knowledge effectively and drive organizational success in a rapidly evolving business landscape.

## 2 Literature review

### 2.1 Theoretical background

In the 21st century, we are facing a continuous movement from the information age to the "knowledge" age, in which knowledge is considered the most important aspect of human life, and almost every organization has faced some kind of change in its information systems, which is one of the signs of the information revolution. It has led to the formation of a knowledge-based economy in which the production, distribution, and use of knowledge are the main sources of growth and wealth creation [15].

The increasing importance of knowledge as a determining factor for the success and competitive advantage of organizations suggests "knowledge management" as a vital task of organizations in creating, maintaining, transferring, and using knowledge to improve and improve performance and become a learning organization [16]. There is no comprehensive definition of knowledge management. The difference and plurality in the definition of this concept have been compared by Denton [17] to the famous story of the perception of the blinds who touched an elephant in the dark and each of them expressed their perception differently from the other [17]. One of its common definitions (which also includes documentation) is the process of identifying or acquiring, creating, collecting, classifying, storing, retrieving, transferring, sharing, and using knowledge and information in an organization to gain a sustainable competitive advantage [18]. The existing knowledge in the

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organization is divided into two parts: objective knowledge (such as policies, software routines, instructions, reports, goals, and existing documents) and tacit knowledge (formed in people's minds through experience and skills and cannot be easily displayed) were divided [19]. The definition of knowledge management refers to a set of processes that deal with the acquisition, maintenance, and use of knowledge, and its purpose is to exploit intellectual assets (tacit knowledge) to increase productivity, create new values, and increase competitiveness [20].

Peter Drucker defined knowledge in his book titled "New Facts" as follows: Knowledge is information that causes a change in a thing or a problem, either by creating the basis for action to change or by Enabling a person or an organization to act differently than what has been done in the past [21]. Knowledge is in the form of an underground water network that causes the creation and survival of what we call life on earth. Knowledge is the foundation of modern society and anyone who deals with knowledge in some way is considered one of the builders of this society [22]. Knowledge management is an effort to discover the hidden asset in people's minds and turn this hidden treasure into an organizational asset so that a wide set of people who are involved in the company's decisions can use it [23]. Documentation (recording, recording, storing, and maintaining the knowledge produced) is one of the main components of knowledge management [24].

The results of longitudinal studies on the extraction of tacit knowledge showed that “participation” plays an important role in the extraction of tacit knowledge. Documenting knowledge does not only depend on a person's ability but also depends on a person's desire to document knowledge [25]. It has been mentioned as one of the key success factors of knowledge management [26-28]. A stage of the knowledge management process that will help to protect, timely access, reuse, and regularly and continuously update the organization's knowledge is knowledge storage [29]. Knowledge storage should be carefully organized in organizations, so as not to lead to the loss of part of their memory (knowledge) or discarding some valuable expertise. Only knowledge is worth saving that can be used and applied by other people in the organization in the future [30]. Knowledge storage includes procedures and systems to strengthen and support knowledge produced by storing, retrieving, and managing knowledge, most of these systems are based on information technology. The storage of knowledge is in various forms, including codified human knowledge, expert systems, written documents, documented procedures, and tacit knowledge processes obtained by individuals and networks of individuals [31]. In most knowledge management models, knowledge storage is emphasized [32].

One of the most important sources of knowledge and one of the most important sources of learning is experience and 70% of learning takes place through it. The share of three factors in learning: experience is 70%, education is 15% and skill learning is 15%. Experience is gained over a longer period; however, due to the deep effect it creates on the memory of the individual and the organization, it is more important than other learning factors [33]. Experience means expressing observations, analyzing, measuring, recording, comparing, simulating, classifying, and defining interactions of phenomena. In another definition, we call experience the process of acquiring knowledge or skills at a certain point in time, which is achieved through observing and doing a certain thing. In other words, experience is directly involved in planning and action and is not achieved only through reading and studying, therefore an experienced or expert person is someone who has benefited from deep knowledge in a specific field and through practice has learned things and at certain times due to the occurrence of certain conditions, has been tested in practice [34].

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The current competitive boundaries in the business world are based on "employee experience", which is the current priority of organizations [31]. Documenting experiences turns people's subjective knowledge_ into their behavior and understanding and appears in people's interactions explicit knowledge_ documented and public knowledge that can be shared through information technology by exchanging experiences and explicit knowledge, society acquires new knowledge [32].

In the last few years, various theoretical and practical measures have been taken in the country regarding the documentation of experiences in the form of knowledge management; For example, publishing various books in the field of recording managerial experiences, holding conferences to regularly transfer existing experiences to young managers, implementing study projects and practical documentation projects in various organizations, all of which show the attention of Iranian organizations to the importance of documenting experience in the growth and improvement of organizational performance [33]. In the documentation process, first, the experience is collected, then it is transferred to the documentation center and evaluated, and if approved, it is documented, finally, the experienced people are rewarded and a decision is made on how to disseminate the experience and to preserve the documented experiences. Laws will be formulated in this field [34]. Documenting tacit and hidden knowledge is particularly important, and methods of interviewing experts, learning through observation, learning through conversation, temporary meetings, roadmap, historical learning, practical learning, electronic learning, and learning from others are introduced as methods of identifying and acquiring individual hidden knowledge. In foreign studies, to document the experiences of employees, it is stated that four questions must be answered: what, when, why, and how an experience should be documented [33].

## 2.2 Experimental background

Iranmanesh et al. [30] aimed to review and synthesize the contributions of disruptive digital technologies to hotel performance. A sample of 3,914 articles was extracted from the Web of Science and Scopus databases. After screening by two content assessors, a total of 79 articles related to the applications and adverse impacts of digital technologies in the hotel industry were identified and reviewed. The study synthesized the literature on the contributions of various technologies to six hotel performance dimensions: financial, competitiveness, quality of service, resource utilization, flexibility, and innovation. The directions for future studies were suggested based on the identified gaps in existing studies. The study contributes to the literature by synthesizing and giving structure to what we know about the applications of disruptive digital technologies in the hotel sector and suggests future research directions. Ma and Zhu [31] measured the level of the urban digital economy and high-quality green development in China, seeking to reveal the mechanisms and influences of the digital economy in a unified framework. The findings demonstrated that the digital economy can directly drive high-quality green development, and industrial structure adjustment and green technology innovation are significant mediating mechanisms. Hongyun et al. [32] have been carried forward through a detailed theory and literature analysis. Data were analyzed through confirmatory factor analysis and structural equation models using a two-stage approach in smartPLS-4. For this purpose, it was motivated by the practical relevance of supporting SMEs in adopting Digital transformation and the resource-based view (RBV) and technology acceptance model (TAM). Lima et al. [33] identified and analyzed relationships between Eco design and Knowledge Management (KM) through the systematic literature review of 29

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articles. The results indicated that many studies in the area have been based on KM processes. Additionally, the adoption of cross-functional teams that include sustainability experts may also improve the relationships between KM and eco-design. Truong et al. [34] determined whether government support for innovation (GSFI), knowledge sharing, knowledge management success (KMS), and intellectual capital (IC) strengthen the relationship between firm innovation and performance in the manufacturing industry in Vietnam. For this purpose, a theoretical model and related hypotheses on manufacturers in Vietnam were developed based on the resource-based view and knowledge-based view. Data were collected from 361 respondents through a structured questionnaire and analyzed by partial least squares-structural equation modeling.

According to above mentioned, the issue of documenting experience in the form of an independent theory has not been studied so far, and a limited number of researchers from abroad have only focused on experience management or have referred to documenting knowledge as a part of knowledge management. In general, the review of internal and external research in this field shows that despite the importance of experience from the point of view of all researchers, the issue of documenting experience is limited to recording experience in experience management or simply measuring the amount of documented experience in the organization, which can be caused by the lack of a model and sufficient theory in the field of documenting experience; Because in case of addressing the model and theory, in addition to clarifying the nature of experience documentation, not only its importance as a topic in knowledge management will be considered, but also the measurement of experience documentation and solving the existing limitations in this field will be done more accurately.

In the table below, a summary of the conducted studies has been compiled, which can reveal the research gap in the field of documentation. In general, this research can be categorized into several areas. In the first category, some studies have dealt with the stages of documenting the experiences of employees, in the second category, the requirements and platforms needed to implement the documentation of employee experiences, in the third category, the obstacles to the implementation of documenting the experiences of employees in macro dimensions such as culture and technology, and in some cases in micro components. Such as attitudinal, knowledge, and skill issues, and the fourth category deals with techniques or techniques of obtaining experience and documenting experiences with human-oriented or technology-oriented approaches. In most of the documentation research, the steps have been designed with less attention to the background and context and are mainly based on the Dalkir model.

## 3 Methods

The current research is considered a hybrid and mixed exploratory research, in which qualitative data was first collected to design a conceptual model for the implementation of experience documentation in the studied organization with the help of examining theoretical foundations (library) and in-depth Structured interviews (field) and then quantitative data with the help of questionnaire (field) are conducted to validate the research model. The philosophical paradigm of the research is interpretative-positivism with an inductive-deductive approach and in terms of orientation, it is practical and fundamental and in a short-term time horizon. The research strategy in the qualitative step is based on the pattern of theme analysis (theme analysis) to develop the model of documenting experiences in the

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social security organization, and in the second step and to stabilize the model, a survey strategy is used to survey the opinions of a wider group of experts. The analysis of the data obtained from the interviews was done through thematic analysis and in three stages, extraction of verbal evidence, conceptualization, and categorization. Based on the data obtained from the literature and the analysis of the interviews, a questionnaire containing 32 indicators was prepared and after checking its validity and reliability, it was distributed and collected among the statistical sample of the research. The objectives of the research are exploratory-descriptive. Also, in the quantitative part, the validity of the questionnaire was confirmed using face, content, and construct validity. Also, the reliability of the qualitative part was confirmed using the agreement of two coders (value 0.933) and the quantitative part was confirmed with Cronbach's alpha technique (above seven-tenths).

The statistical population in the qualitative section is the experts and specialists of the social security organization who have at least 20 years of work experience in the organization, at least 5 years of managerial experience, and at least a master's degree in the fields of policy and management. For sampling in this section, the snowball method was used and by conducting 15 interviews, the sample volume reached theoretical saturation. In the quantitative part, the statistical population included the managers of the General Department of Treatment of the Social Security Organization of Tehran province, including the departments of medical records, treatment headquarters, clinics, and affiliated hospitals. Cochran's formula was used to determine the sample size. The size of the community in this part of the research is about 180 people, based on which, the sample size was determined to be 124 people. A simple random method was also used for sampling. The thematic analysis method, which is widely used in qualitative research, was used to analyze the text of interviews and theoretical foundations. For the statistical analysis, firstly, the target sample was analyzed using descriptive statistics methods, including graphs frequency distribution tables, and structural equations (confirmatory factor analysis), and PLS software was used in the inferential statistics section. In this research, using the partial least squares approach, measurement models were examined through validity and reliability analysis and first and second-order confirmatory factor analysis.

## 4 Results

Qualitative findings were based on the analysis of data collected from semi-structured interviews and a review of the theoretical foundations of the research and the background of the research, which was analyzed based on the theme analysis method. In the first step, primary codes were extracted by repeatedly reading the interviews and texts (basic themes), and 32 basic themes were extracted by performing open coding. For example, some of the basic themes extracted from interview number 1 with the description: "Documentation of experiences is a valuable work that is not given much attention by organizations... a written program should be developed for its establishment. Objectives and strategies should be specified and the necessary mechanisms for its implementation should be provided... First of all, technological infrastructures such as a database for recording experiences, communication networks for sharing knowledge, etc. must be provided... It includes setting goals, formulating strategies, creating a database, creating communication networks, etc. The main open codes are listed in the table below.

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**Table 1** Primary codes extracted in the first stage of coding

| Row | Basic themes | Interview | Literature review |
|---|---|---|---|
| A1 | Formation of experienced documentation teams | * | * |
| A2 | Training the experience documentation team | * | * |
| A3 | Encourage employees to provide experiences | * | * |
| A4 | Teaching tools and methods of documenting experiences | * | * |
| A5 | Maintaining intellectual rights and intellectual property of experiences | * | |
| A6 | Ethical charter for documenting experiences | * | |
| A7 | Compilation of regulations governing the experience documentation system | * | |
| A8 | Compilation of the procedure for registering the intellectual property of the owners of experience | * | |
| A9 | Identification of experienced employees | * | * |
| A10 | Choosing a documentation method | * | * |
| A11 | Preparation of forms and experience extraction tools | * | * |
| A12 | Choice of experience | * | * |
| A13 | Gain experience | * | * |
| A14 | Refining experience | * | * |
| A15 | Validation of experiences | * | * |
| A16 | Classification of experiences | * | * |
| A17 | Coding experiences | * | * |
| A18 | Recording and storing experiences in the system | * | |
| A19 | Preparation of experience document | * | |
| A20 | Sharing experiences at different levels of the organization | * | * |
| A21 | Continually refining, adjusting, and updating the experience | * | * |
| A22 | Preparing and publishing brochures related to the process of documenting experiences | * | |
| A23 | Holding educational workshops to inform and explain the benefits of documenting experiences | * | |
| A24 | Creating mechanisms to strengthen employee participation in documentation | * | |
| A25 | Holding a selection and appreciation conference for the best experiences | * | |
| A26 | Active participation of senior managers in the process of documenting experiences | * | * |
| A27 | Support and support of managers in the process of documenting experiences | * | |
| A28 | Access to the experience registration system | * | |
| A29 | System update | * | |
| A30 | Information security | * | |
| A31 | System technical support in case of problems | * | |
| A32 | Improving the ability to store and share experiences in the system | * | |

After extracting the basic themes, the researcher classified the codes in search of organizing themes with the premise of how different basic themes can be combined to create organizing themes and determined the organizing themes from their combination. The table below shows the coding of the

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second stage in the framework of identifying the organizing themes and shows the overarching theme at the same time.

**Table 2** Primary codes extracted in the first stage of coding

| Overarching theme | Organizer themes | Composed primitive codes |
|---|---|---|
| Implementation | Human resource requirements | - Formation of experienced documentation teams<br>- Training the experience documentation team<br>- Encouraging employees to provide experiences<br>- Teaching the tools and methods of documenting experiences |
| | Legal Requirements | - Maintaining intellectual rights and intellectual property of experiences<br>- Compilation of the code of ethics for documenting experiences<br>- Compilation of regulations governing the experience documentation system<br>- Compilation of the procedure for registering the intellectual property of experienced owners |
| | Executive process of documenting experience | - Identification of experienced employees<br>- Choosing the documentation method<br>- Preparation of forms and tools for extracting experience<br>- Choice of experience<br>- Gaining experience<br>- Refining the experience<br>- Validation of experiences<br>- Classification of experiences<br>- Coding experiences<br>- Recording and storing experiences in the system<br>- Preparation of experience document<br>- Sharing experiences at different levels of the organization<br>- Modifying, adjusting, and continuously updating the experience |
| | Cultural requirements | - Preparing and publishing brochures related to the experience documentation process<br>- Holding educational workshops to inform and explain the benefits of documenting experiences<br>- Creating mechanisms to strengthen employee participation in documentation<br>- Holding a selection and appreciation conference for the best experiences<br>- Active participation of senior managers in the process of documenting experiences<br>- Supporting managers in the process of documenting experiences |
| | Technology requirements | - Access to experience registration system<br>- System update<br>- Information security<br>- System technical support in case of problems<br>- Improving the capabilities of storing and sharing experiences in the system |

The following are the results of the confirmatory factor analysis of the model implementation phase, and Table 3 shows the values of factor loadings and significant numbers of each of the elements of the model. As can be seen, the significant numbers obtained at the level of dimensions, components, and indicators are greater than 2.96, and therefore the research measurement model is confirmed with one dimension, five components, and 32 indicators, and no index is removed from the model.

**Table 3.** The results of confirmatory factor analysis of the research measurement model

| Dimension | Components | Standard coefficient | significant number | Indicators | significant number | Standard coefficient |
|---|---|---|---|---|---|---|
| | Human resource requirements | 0.33 | 18.944 | - Formation of experienced documentation teams | 30.954 | 0.827 |
| | | | | - Training the experience documentation team | 51.111 | 0.858 |
| | | | | - Encouraging employees to provide experiences | 40.454 | 0.852 |
| | | | | - Teaching the tools and methods of documenting experiences | 19.437 | 0.712 |
| | Legal Requirements | 0.159 | 15.352 | - Maintaining intellectual rights and intellectual property of | 18.911 | 0.689 |

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| | | | | | | |
|---|---|---|---|---|---|---|
| Implementation (0.388، 26.280) | | | | experiences<br>- Compilation of the code of ethics for documenting experiences<br>- Compilation of regulations governing the experience documentation system<br>- Compilation of the procedure for registering the intellectual property of experienced owners | 34.041<br>45.724<br>20.483 | 0.836<br>0.849<br>0.746 |
| | Executive process of documenting experience | 0.485 | 33.058 | - Identification of experienced employees<br>- Choosing the documentation method<br>- Preparation of forms and tools for extracting experience<br>- Choice of experience<br>- Gaining experience<br>- Refining the experience<br>- Validation of experiences<br>- Classification of experiences<br>- Coding experiences<br>- Recording and storing experiences in the system<br>- Preparation of experience document<br>- Sharing experiences at different levels of the organization<br>- Modifying, adjusting, and continuously updating the experience | 7.177<br>7.173<br>11.689<br>25.347<br>19.08<br>23.729<br>24.519<br>14.801<br>16.560<br>24.792<br>11.421<br>12.367<br>16.035 | 0.521<br>0.517<br>0.570<br>0.736<br>0.695<br>0.705<br>0.710<br>0.616<br>0.623<br>0.686<br>0.565<br>0.594<br>0.588 |
| | Cultural requirements | 0.176 | 11.781 | - Preparing and publishing brochures related to the experience documentation process<br>- Holding educational workshops to inform and explain the benefits of documenting experiences<br>- Creating mechanisms to strengthen employee participation in documentation<br>- Holding a selection and appreciation conference for the best experiences<br>- Active participation of senior managers in the process of documenting experiences<br>- Supporting managers in the process of documenting experiences | 19.750<br>16.486<br>15.961<br>13.130<br>18.249<br>19.363 | 0.695<br>0.702<br>0.708<br>0.659<br>0.733<br>0.724 |
| | Technology requirements | 0.179 | 11.941 | - Access to experience registration system<br>- System update<br>- Information security<br>- System technical support in case of problems<br>- Improving the capabilities of storing and sharing experiences in the system | 10.038<br>14.576<br>29.521<br>22.746<br>18.422 | 0.546<br>0.637<br>0.793<br>0.796<br>0.699 |

Among the implementation components, the documentation executive process component has the highest explanatory power with a coefficient of 0.485, followed by human

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resource requirements with a coefficient of 0.230, technological requirements with a coefficient of 0.179, cultural requirements with a coefficient of 0.176, and legal-legal requirements with a coefficient of 0.159.

## 5 Discussion section

Based on the results of the analysis of the theoretical foundations and research literature as well as the conducted interviews, the model of the implementation model of documenting the experiences of employees in the General Administration of Social Security Treatment of Tehran province was identified. This model included 32 basic themes, five organizing themes, and one overarching theme, in the quantitative part of the research, the results of the confirmatory factor analysis (research measurement model) indicated the approval of all the elements of the model, and the indicators of the model's fit also indicated its appropriate fit, The results of the confirmatory factor analysis showed that among the implementation components, the documentation implementation process component had the most explanatory power, followed by human resource requirements, technological requirements, cultural requirements, and legal requirements.
One of the basic steps of the documentation project is the discussion of implementation. Undoubtedly, the most difficult phase of the documentation project is the implementation phase. This stage, on the one hand, requires the coordination and cooperation of all those involved in the project and organizational units and employees in carrying out the actions of the executive process of documentation, and on the other hand, it requires the provision and provision of the requirements for the implementation of the experience documentation system, including human requirements, the executive process of experience documentation, legal requirements, technological requirements, and cultural requirements. According to the research results, this stage includes the following:

**Human resource requirements:** In this dimension, the requirements of human resources needed for the establishment of documentation are discussed. In the first step, experience documentation teams should be formed and the necessary training should be provided to the experience documentation team. In this case, usually, there is no necessary expertise to maintain the project from various technical, commercial, organizational change or project management skills. In these cases, the organization usually does not have people with expertise for technical support and commercial expertise. This importance is usually seen due to the organizational fashion orientation of managers or personal profit in the implementation of knowledge management projects. Although the use of expert advisory opinions of consultants can be an alternative to solve the problem; it is not always a useful option. In the next step, employees should be encouraged to provide experiences by providing the necessary incentives and provide them with the necessary training regarding the tools and methods of documenting experiences.

**Legal requirements;** Perhaps one of the most important steps of the project is the documentation of this case. People should be sure that their personal experience will be documented with their name and brand and they will benefit from it. In this step, some things should be prepared to preserve the intellectual rights and intellectual property of the experiences, as well as the ethical charter for documenting the experiences. This charter includes ethical codes that guide employees and encourage them to comply with

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documentation ethics. It should be noted that in the form of regulations and comprehensive guidelines, regulations governing the experience documentation system should be developed. Another thing related to intellectual property is related to the guidelines and regulations related to it. In this section, a suitable manual for registering the intellectual property of the experienced owners should be compiled and a guide for the employees and the hands of the mentioned project should be placed.

**The executive process of documenting the experience:** This step is the most operational part of the implementation of the experience documentation project, in which actions related to the implementation of the experience documentation model or cycle are carried out and include the following: identifying employees with experience, choosing the documentation method, preparing forms and tools for extracting experience, choosing experience, acquiring experience, experience refinement, experience validation, experience classification, experience coding, experience registration and storage in the system, experience document preparation, experience sharing at different levels of the organization and continuous modification, adjustment and updating of experience.

**Cultural requirements:** One of the important requirements for the institutionalization of documenting experiences is the issue of culture. If the culture of documentation is not institutionalized, we cannot hope for its results. Based on the analysis of the interview data, the following measures were finalized to institutionalize the culture of documentation:

- Preparing and publishing brochures related to the process of documenting experiences; in these brochures, the algorithm or documentation process is explained to employees.
- Holding educational workshops to inform and explain the benefits of documenting experiences; In addition to promoting documentation, this action can explain its practical benefits to employees.
- Creating mechanisms to strengthen employee participation in documentation is an action for those involved in the documentation process. In other words, it teaches practitioners methods of promoting employee participation, which can range from psychological aspects including motivational topics to technical methods including user-friendly participation software.
- Holding a selection and recognition conference for the best experiences and celebrating employees can be the driving engine and driving force for documenting experiences. If the encouragement does not have the necessary effectiveness, it will reduce the motivation of employees to continue documenting.
- Active participation of senior managers in the process of documenting experiences; Based on the fact that managers' behavior is a cultural model, managers should be expected to support and actively participate in the process of documentation. If the manager himself is not a perfect role model, it is impossible to expect the followers to continue the documentation.
- The support of managers in the process of documenting experiences; following the previous step, managers should show their support in the form of providing the resources and tools needed to advance the goals of the documentation project. Also, managers' non-material support is as important as their material support.
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**Technology requirements**: Given the technology-driven nature of documentation projects, this is especially important:

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- Access to experience registration system; Employees must have access to the experience registration system. The technological job based on information technology should become their daily work.
- System update: The system must be constantly updated and people can view their uploaded experiences by continuously uploading. Documentation is always vulnerable due to poor tools and poor use by users. In other words, someone who doesn't have the knowledge or talent of information technology will face a chaotic learning curve, which can be caused by uncertainty, lack of training, and then inability to use and poor use of technology. For example, a weak or complex design prevents the widespread use of this project throughout the organization.
- Information security: Information security has a kind of psychological burden for employees, and the possibility of unauthorized access has become a red line for employees.
- System technical support in case of problems; People expect technical problems to be addressed immediately after they occur. The occurrence of technical faults will strengthen a sense of mistrust in people. In the case of inadequacy and responsiveness of the system due to bandwidth and other technical limitations, the technical infrastructure is not responsive to the volume requested by the users.
- Improving the capabilities of storing and sharing experiences in the system; People expect the system to be flexible enough to load different documents in different formats and volumes.
- Proper knowledge of knowledge management technologies: in the absence of it, there is no clear insight regarding the understanding of technology and how to use it to support knowledge management. Also, this technical insight may not be clearly defined or appropriate to the project's goals. Therefore, managers can choose knowledge management hardware in the early stages and without a deep study and knowledge of various knowledge management technologies.
- Predominance of technology-oriented thinking in knowledge management; It is a kind of damage for knowledge management projects; In this case, the planning team mainly has a technical view of knowledge management, and the human aspects of knowledge management are neglected.
- Too much technical complexity is also a kind of damage for documentation projects; In this type of risk, technical and technological solutions are designed in such a way that they are far more complicated than they should be designed and are not easy to understand. As a result of this happening, more time and effort will be wasted. This will lead to the loss of the project and additional costs. In the preparation of technologies, old technologies are usually used. In addition to pessimism about this project, this will impose a lot of costs on the organization.

## 6 Conclusion

In this research, the compilation of the comprehensive system of training and development of competencies of the team for documenting the experiences of the social security organization is presented. Call within the organization to identify interested people to join the central core of the experience documentation team of the Social Security Organization. Develop a motivational system for documenting the experiences of the social security organization; without the motivational aspects, fewer people will be interested in documenting their

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experiences. Creating cultural infrastructures, including collateralizing documentation of experiences, conducting advertisements, providing knowledge, skill, and attitude training to improve the attitude, knowledge, and skills of managers and employees, continuous and effective cooperation and interaction of those in charge of executive processes in the documentation stage with relevant experts and regulation of professional ethics and the principles and rules of documenting activities. Supporting laws are one of the most important factors affecting the documentation of managers' experiences, in this regard, it is suggested that laws supporting the documentation of managers' experiences be passed in the social security organization so that the organization provides the necessary conditions for improving the documentation of experiences. The managers of the social security organization must create a healthy and friendly environment in the organization so that the employees feel safe and free and sincerely participate in the decisions and activities of the organization. Involving employees in making decisions and determining the goals and plans of the organization and encouraging them to participate in planning the activities of the organization, because this action will make employees feel more responsible in the implementation of activities and make more efforts in achieving organizational goals. Creating a gradual platform to recognize change in culture and gradual change and transformation in organizational culture is presented. Modeling and creating desirable symbols to eliminate the negative factors of organizational culture and the necessary knowledge of organizational culture and informing employees to determine their expectations. It is suggested to strengthen the research capabilities of talented employees to create knowledge through group and team activities. The creation and development of information technology infrastructure to improve the speed and accuracy in acquiring and documenting experiences and creating a usable knowledge base in all departments of the social security organization. Creating legal infrastructure including legal and financial support for the education system to document processes, creating a safe and secure environment for the dissemination of ideas and experiences of employees and managers, rewarding documenters, and providing guidelines to encourage documenters and promote those who document their valuable experiences. A suitable policy for the establishment of the documentation system has been considered according to the goals and facilities for social security. It should be mentioned that the documentation of processes and their effective use requires a proper system and structure, for example, the documentation of educational processes includes determining the scope and volume of documentation, identifying the main processes, identifying sub-processes, recording the process, submitting the recorded process to the secretariat. Documentation, process evaluation, process documentation, process of publication, and reward of documentation, the mentioned items can be included in the documentation requirements based on the previous content. In the Social Security Organization, a committee named "Knowledge Committee" should be formed, including the organization's experts, to carry out the responsibility of guiding and managing the designed knowledge bank, and to adopt strategies to complete and institutionalize it in the Social Security Organization. Continuing the activities of the project of documenting experiences in the form of analysis and enrichment of knowledge in the social security organization. Creating a suitable procedure for documenting the experiences of experts who are on the verge of permanent retirement in order to create motivational factors is presented in this research. Also, comprehensive plans for documenting experiences in the organizations under the Social Security Organization have been carried out as a pilot. This research was conducted in the social security organization, so it is subject to a kind of spatial limitation for the generalization of the research results. Therefore, caution should be observed in generalizing the results of this research to other geographical areas. Due to the novelty of the

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research topic, the number of experts in this research field is limited. Therefore, the lack of experts in the field of documenting experiences can reduce the validity of research findings to some extent. In this research, the thematic analysis method was used to search for the pattern of documenting the experiences of the social security organization. The use of this method in this statistical population has certain limitations. In this way, it can be useful to use other organizations that have implemented this system. In other words, by identifying other organizations that have implemented the documentation of experiences and conducting the research with a phenomenological approach, it is possible to provide a basis for presenting a comprehensive model and in the next step, it can be validated and used in the social security organization. Some suggestions for further study are as follows: 1. Phenomenological model of documenting experiences in public or government organizations. 2. Designing the operational model of managing the effectiveness of documenting the experiences of the social security organization. 3. Designing a competency model for social security organization experience documentation system agents. 4. Assessing the needs and feasibility of implementing the current research model in other public organizations. 5. Creating a model for identifying and classifying employees' experiences. 6. Structured modeling of evaluation methods of organizational ideas and experiences.

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