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# The relationship between knowledge establishment and knowledge management factors: A case study in Agricultural Bank of Parsabad

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## Abstract

This study aimed at identifying the effect of Knowledge management on the establishment of knowledge in order to best apply knowledge management in banking systems. In this regard the effect of organizational culture information technology' knowledge resources and organizational memory on the establishment of knowledge management was evaluated. Statistical population of the study included all 51 employees of the Agriculture bank of Parsabad. Data collection method of the study was library and field study method using a questionnaire validity of the questionnaire was confirmed by the experts and the consistency calculated using Choronbach Alfa as 0.78. Descriptive correlation was used as a research method to the study. The data were analyzed using SPSS software. The results showed that the knowledge management factors (organizational Culture, Organizational memory, knowledge resources except information technology) had a significant effect on the establishment of knowledge management.

**Keywords:** knowledge management, organizational Culture, information technology.

## Introduction

The most prominent feature of intelligent Organizations in the 21 St. Century is the emphasis on knowledge and information. Knowledge is a powerful instrument that can create changes and make innovations possible (Bidokhti *et al.*, 2011). Today's world with variety of achievements is prone to unpredictable changes and developments. Alvin Tofler believes that 21st century as the post theory era can be enjoyable for human being just when he is Capable of tolerating its changes and appear brave in confronting with it. This can be done if today's man prepares himself for the future challenges through knowledge skill and dynamism (Seed Javadin *et al.*, 2010). The organizations found out that their survival Will not be guaranteed unless they have an approach to management and evaluating their organizational knowledge (Piri & Asefzadeh, 2006). Organizations proved that knowledge management is an important means to obtain competitive advantage and improved performance (Lee & Chen, 2011). This attention comes from the fact that many different Organization managers think that knowledge management is a process by which the organization Can use its knowledge property two values within the Organization. (Mogaddami, 2005). They should try to make use of knowledge management plans as a lever to boost the establishment of their knowledge management. (Zafarian *et al.*, 2008). Knowledge management as a way to gain profit has been changed during the years leading to the increase in human Knowledge. Today, Known as Communication and technology era, the main advantage lies in knowledge invest which is changing to the main competency to Organizations. Knowledge can be a suitable opportunity for an organization which knows and manages it well. At the same time it can be a threat to any organization which is not aware of its changing environment. In today's world, information and effective access to it is considered as a key element of progress and development, so that all social , economic, political, Cultural, educational, and living are in need of information (Ziaei, 2011). Therefore, the taking neo-

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classic view in economics and maximum profit as a goal for any organization, management responsibility will be to opt that amount of any institution rich helps it with getting maximum profit. The management must deal with designing markets, investigating goods, and the ways to actively managing the staff duties. All these duties bear some uncertainties that to overcoming them requires investing in gaining Knowledge and Information (Kalantar, 2004). In most of Knowledge theories, use of Knowledge of the organization is considered to Constantly matching with the external environment(market, social and political condition, and 'customer preferences). (Bourchof, 1998).Seen some other theories, knowledge is considered as a product rather than the source to produce (Koudam, 1995). In classifications presented by business practitioners, 1980s is called quality movement decade, 1990s as engineering decade, and 2000s as Knowledge management decade. Definition of Knowledge: knowledge is the inconsistent combination of experiences, background, and expert knowledge giving a framework to investigate and combine new experiences and information (Dawnport and Gerver, 2001). Definition of Knowledge management: knowledge management is the process of spreading and applying personal and organizational Knowledge for all the organization so that it leads to increase in output and performance of the organization (Bekman, 1992). Knowledge management is an emerging interdisciplinary field based on Organizational psychology fields, librarian and informing, economics, and computer science. This field includes Knowledge about Organization mission, products, customers, competencies, processes and then, distributing it among competent people throughout The organization. In addition, knowledge seeks to protect work groups to create and use Knowledge (Tarenli, 2001).

## Review of related literature

Knowledge management is known as the process of evaluating, presenting, distribution and using Knowledge. Relying on these activities, the organization gets the opportunity to learning, training, which is necessary usually for creating, maintaining, resolving, and developing the Organization's potentials (Dararpanah, 1382.8) Organizational knowledge management is one the most important factors in the competitive Condition of the information era. This carries such importance that some organizations measure their existing knowledge reflexing them in their reports as the index to organization ranking, and knowledge invest. These organizations consider Organizational knowledge management as a part of an Organization strategy (Lao, 2001, 1). Knowledge management, as an essential factor to Organization success, includes strategic innovations, economics, and behavioral factors (Jafari Mogaddam, 2002, p.79). Today's era is the age of Knowledge-based organizations. Knowledge management considers new theories like social-oriented Knowledge management which aims at accessing customers' resources (Retina and T. N. G, 2011). Organizations see the spiritual and invisible invest of knowledge as a vital factor. Gaining such a knowledge is impossible without training (Afrazeh, 2005, p.6). Integrated quality management, engineering, and other similar innovations have greatly helped with utilization within the Organization. However the question arises here is that Hour much has these innovations helped prosperous corporations with their success over their opponents? Knowledge management is considered as a competitive advantage for the following reasons: Applied science boosts the value of goods and services; applying science in reconstruction or lowering g the size, communication, internet marketing, Online bargaining, is samples of tasks done in this phase creating a lot of motivations and interests. The current changes are of the features of this phase. The next phase which is the key to open knowledge value is staff management. The issues here are the way to maximize the employees' capabilities in creating new knowledge and a sharing environment (Bagi, 2002, p. 55). Although alternative definitions were given for Knowledge management, there is no consensus on what Knowledge management is. For example, Stempel (1999) defines knowledge management as the preparation of necessary Knowledge in its time and place. Economical development cooperation Organization defines it as a series of organizational activities to cheat, gain, knowledge distribution, and promoting sharing within the organization and its surroundings (Hasanzadeh and colleagues, 2009). Informal definition, knowledge management, is a process which accelerates and creates Organizational information needed for creating an understanding of organizational activities having the advantages of: reducing cost, improving tasks, increasing market and sails share,

and creating innovations to overcome the opponents. Some organizations limit their activities to intra organizational activities, and this is one of the causes of failure in organizations. There are different Views about Knowledge management: In personal view attention lies on the person in research and practice while in Organizational View, the focus is on the organization. Some believe that since knowledge is an intrinsic talent, it can only be managed by the person himself. From this perspective, the best notion to Knowledge management is focusing on Knowledge or looking at the world from Knowledge perspective. For these people, Knowledge management is to create the value two visible properties (Bagis, 2002). From knowledge management activities We can refer to the knowledge leader appointment in order to progress the business, creating knowledge group (people from different groups), developing Knowledge base (creating the list of experts), creating documents, using vision and a framework leading the organization to its future plans, developing a culture which protects innovation, learning and knowledge sharing. This is usually done by rewarding mechanisms, creating a technical base protecting knowledge. Systematic process of Knowledge Was recommended by management professionals, but they greatly emphasized on the cooperation and close relationship between information users and information providers (the same reference). Scream introduced 7 areas as The domain for knowledge management: customers' Knowledge, the relationship between other beneficiaries, Workplace, Organizational memory, business process, productions, services, and labor (Abtahi and Salarati, 2006). In general, the aim of using Knowledge management by corporations summarized as follow: 1. Sharing the existent Knowledge and creating implicit knowledge and transferring it where necessary. 2. Innovating and Commercializing the ideas for better utility (Dagi, 2002, p.56). Malhotra states that knowledge management is a process by which the organizations gain Skills in learning (internalizing knowledge), encoding knowledge (outfitting knowledge), distribution and transferring knowledge (Abtahi and Salawati, 2006, p. 34). Also, Tsung believes that knowledge management is a process by which the organizations apply the collected information (Salanati *et al.*, 2011, p.62). Henrie and Hedyepeth think that Knowledge management manages organization's overall knowledge (explicit and implicit knowledge), a circulating process including identification, validating, storing and refining Knowledge for users access resulting in the following consequences: l. Reuse of knowledge by others for Similar instances 2. eliminating knowledge for lacking validity 3. Reforming knowledge and creating it in a new form(Alan Tabriz, and Mohammad Rahimi, 2008, p.50). Hibbard defines knowledge management as the process of getting the public knowledge of each corporation, and distributing it where it can lead to higher advantage (Michael, 2004). Knowledge management is the process of exploring, gaining, developing, creating, Sharing, maintaining, evaluating, and applying appropriate Knowledge at its proper time by a competent person in the organization Which is done through labor unity, information and communication technology and creating a proper structure to achieve organizational goals (Salivate *et al.*, 2011, p.62). Therefore it can be said that knowledge managers men Here to a series of processes by which Knowledge is gained, maintained, and applied, and its' aim is using knowledge properties in order to boost utilization, creating new values , and promoting competitive capabilities (the same). Davenport (1998) believes that knowledge management is an endeavor to explore the mental property of the individuals' mind and converting this hidden treasure to organizational property so that wide range of people Who are engaged in organizational decision making can have access to and use it (Davenport, 1998). Organizational Culture: is a series of Values, beliefs, thinking the way in which the members of an organization have common things in it (Daft, 2001). Gordon defines knowledge management as the system of common values and assumptions Which is widely regarded within an organization leading to specific behavioral patterns (Ahmad.' and colleagues, 2009). Marvel and Therkovaitel, American anthropologist, claims that organizational Culture is an indicator of a series of Overall beliefs, behavior, knowledge, crimes, Values, and goals Which constitutes a person's lifestyle (Abzari and Delvi, 2009). Organizational culture: is an instrument to transfer already gained knowledge to to Current activities (Stein &zwass, 1995). Also, This concept was referred to as many terms such as knowledge supplier, saving knowledge, company's memory, the information system of organizational memory ' garden of the responses, social memory, Organization's Knowledge base, Common information space (Zakiieh Pini and colleagues, 2011). Information technology: has made it easy to access, transfer, process, maintain, and exchange information. It initialized a new chapter in hu-

man life (Ebadi, 2005, p. 27). Review of Literature: The results of a research conducted by Moffett in 2002 entitled "A survey of the effective factors on the establishment of knowledge management" showed that making use of an integrated approach including social and technological factors is ideal. In 2005, Lam and Michael conducted a study on Knowledge management strategies, and presented different types of strategy according to manager career level, different types of organizational management and personal responsibilities. In 2007, Marshal, Ronan Mcvor, Richard Lamming Donma studied the efficacies, consequents, or benefits of applying knowledge management. The study showed that the companies which could already start to develop a relationship with providers from one hand and with the accelerating factors from other hand had more success in starting the approach externally. Another was conducted by Valmohammady in 2009 in a study on determining and ranking the main factors to the successful implication of knowledge management showed that two factors of leadership and support from the chief management of organization and organizational culture are the most important factors

**Table 1. List of critical success factors of knowledge management from the perspective of researchers and authors.**

| Key Success Factors in Implementation of Knowledge management | Studies/year |
|---|---|
| Leadership and Leadership support | Askrym and Amidun, 1997;Halsapland Joshi, 2000, Davenport et al. 1998, Lybvytz, 1999, Isfahan, 1999, Center for Quality and Productivity in America, 2002 Rybyr and Sitar, 1999, Wang and Aspynval, 2003, Rahman et al, 2010; Valmohammady, 2010 |
| Organizational culture | Askrym and Amidun , 1997, Davenport et al, 1998, Lybvytz, 1999, Isfahan, 2002Qualityand Productivity Center of America, 2002, Mkdrmvt and Avdyl, 2001 Bank And Aspynval, 2005, Rahman et al, 2010,Valmohammady, 2011 |
| Information Technology | AskrymandAmidun, 1997, Davenport et al, 1998, Lybvytz, 1999, Isfahan, 2002, Alavi and Leander, 2001, Wangand Aspynval, 2005, Rahman et al., 2010, Valmohammady, 2010. |
| Objectives and Strategy | Askrym and Amidun, 1997, Davenport et al, 1998, Lybvytz, 1999, Centre Quality and productivity of America, 1999, Zack,1999,Wang and Aspynval, 2005, ret al, 2010,Valmohammady , 2010. |
| Evaluation system | Halsapl and Joshi, 2000, Davenport et al, 1998, Isfahan, 2002, Quality and productivity Centre of America, 1999, A., et al, 1999, Wang and Aspynval, 2005, Akhavan et al, 2009, Valmohammady, 2010. |
| Organizational infrastructure | Davenport et al, 1998, Lybvytz, 1999, Isfahan, 2002, Herschel and Nemati, 2000,Wang and Aspynval, 2005, Akhavan et al, 2009, Rahman et al., 2010, Valmohammady, 2010. |
| Activities and Processes | AskrymandMydvn, 1997, HalsaplandJoshi, 2000, Davenport et al. 1998, Baat, 2000, Wang and Aspynval, 2005, Rahman et al, 2010; Valmohammady, 2010. |
| Stimulus Incentives | Davenportet al, 1998, Lybvytz, 1999, JohnandGah, 2002, Haschyld, 2001, Wang and Aspynval, 2005, Rahmanet al, 2010; Valmohammady, 2010, |
| Resources | Davenport and Valpel, 2001.Wang and Spinval, 2004.Wang and Spinval, 2005. Halspol and Joushi, 2000 |
| Education | Hurak, 2001, Johnand Gah, 2002, Mekadem, 2001, Wang and Aspynval, 2005, Valmohammady, 2010. |
| Management and human resources | Yahya and Gah, 2002, Wang and Aspinval., 2004, Brylyd and Harman, 2000,Wang and Aspnval, 2005, Akhavan et al, 2009, Rahman et al, 2010; Valmohammady , 2010. |
| Modeling | Drew, 1997, Avdyl and Grayson, 1998, January, Vandir, 1998, Moffett et al. Modeling, 2003, Huang et al, 2006, Chang, 2006, Valmohammady, 2010. |
| Leadership and Leadership support | Askrym and Amidun, 1997;HalsaplandJoshi, 2000, Davenport et al. 1998; Lybvytz, 1999, Isfahan, 1999, Center for Quality and Productivity in America, 2002 Rybyrand Sitar, 1999, Wang and Aspynval, 2003, Rahman et al, 2010; Valmohammady, 2010 |

| | |
|---|---|
| Organizational culture | Askrym and Amidun , 1997, Davenport et al, 1998, Lybvytz, 1999, Isfahan, 2002Qualityand Productivity Center of America, 2002, Mkdrmvt and Avdyl, 2001 Vank And Aspynval, 2005, Rahman et al, 2010, Valmohammady, 2011 |
| Information Technology | Askrym and Amidun , 1997, Davenport et al, 1998, Lybvytz, 1999, Isfahan, 2002, Alavi and Leander, 2001, WangandAspynval, 2005, Rahman et al.2010; Valmohammady, 2010. |
| Objectives andStrategy | Askrym and Amidun, 1997, Davenport et al, 1998, Lybvytz, 1999, Centre Quality and productivity of America, 1999, Zack1999,WangandAspynval, 2005, R.Et al, 2010,Valmohammady , 2010. |
| Evaluation system | Halsapland Joshi, 2000, Davenport et al, 1998, Isfahan, 2002, Quality and productivity Centre of America, 1999, A., et al, 1999, Wang and Aspynval, 2005,Akhavanet al, 2009, Valmohammady , 2010. |
| Organizationalinfrastructure | Davenportet al, 1998, Lybvytz, 1999, Isfahan, 2002, HerschelandNemati, 2000,Wang and Aspynval, 2005, Akhavan et al, 2009, Rahmanet al.2010Valmohammady, 2010. |
| ActivitiesandProcesses | AskrymandMydvn, 1997, HalsaplandJoshi, 2000, Davenportet al.1998, baat, 2000, Wang and Aspynval, 2005, Rahman et al, 2010; Valmohammady, 2010. |
| StimulusIncentives | Davenport et al, 1998, Lybvytz, 1999, Johnand Gah, 2002, Haschyld , 2001, Wang and Aspynval, 2005, Rahmanet al, 2010; Valmohammady, 2010. |
| Resources | Davenport and Valpel, 2001.Wang and Spinval, 2004.Wang and Spinval, 2005. Halspol and Joushi, 2000 |
| Education | Hurak, 2001, Johnand Gah, 2002, Mekadem, 2001, Wang and Aspynval, 2005, Valmohammady ,2010. |
| Management and human resources | YahyaandGah, 2002, Wang and spin. L., 2004, Brylyd and Harman, 2000,Wang andAspnval, 2005, Akhavan et al, 2009, Rahman et al, 2010; Valmohammady, 2010. |
| Modeling | Drew, 1997, Avdyl and Grayson, 1998, January, Vandir, 1998, Moffett et al. Modeling 2003, Huang et al, 2006, Chang, 2006, Valmohammady , 2010. |

Source: Genghis Valmohammady, 2009

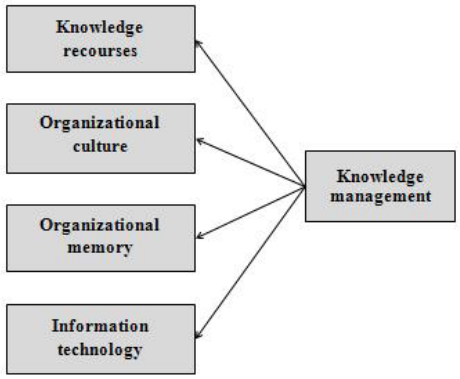


**Figure 1.Research conceptual model.**

Successful Knowledge management. Pazhoohan (2009) investigated the relationship between organizational culture and establishment of knowledge management in the management department of Islamic Azad University, Tehran branch. The results showed that there is a significant relationship between Organizational Culture and its components (Goltash *et al.*, 2011).

## Methodology

The aim of the present study is implied. Data collection method is descriptive survey. The population of the study was the entire staff of the Agricultural Bank of Parsabad (branches).

In order to collect data, a questionnaire was derived from field studies and administrated Face to face. Its reliability was confirmed by Cronbach's alpha which was calculatedas0.78. In order to analyze the data with SPSS software was performed using Pearson correlation coefficient to test the hypothesis of the study. As shown in Table 1, the mean (± SD) of employee knowledge management was 92.70(18.44), knowledge resources subscale24.90(5.99), organizational culture subscales, 20.96(5.14), small-scale in-

formation technologywere18.47and4.59, respectively, subscales of organizational memory was 19.47 and5.04 respectively.

**Table 2. Mean and standard deviation of Knowledge Management and its subscale.**

| SD | Mean | Scale and Subscales |
|---|---|---|
| 18.44 | 92.70 | Knowledge Management |
| 5.99 | 24.90 | Sources of Knowledge |
| 5.14 | 20.96 | Organizational Culture |
| 4.59 | 18.47 | Information Technology |
| 5.04 | 19.47 | Organizational Memory |

Before hypothesis testing, to ensure the normality of the data, Kolmogorov-Smirnov test was used. Klomogorov Smirnov test showed the distribution of data for variables with normal distribution, and there was no significant difference (p ≥0.05). Thus, the distribution of the variables was normal.

**Table 3.Normal distribution and homogeneity of variances in the variables.**

| Sig | Kolmogorov Smirnov | Components |
|---|---|---|
| 0.22 | 1.8 | Knowledge Management |
| 0.65 | 1.25 | Sources of Knowledge |
| 0.18 | 1.12 | Organizational Culture |
| 0.66 | 1.27 | Information Technology |
| 0.74 | 1.41 | Organizational Memory |

### *Hypothesis Testing*

*H1: There is a relationship between knowledge management and knowledge resources of employees.*

Table 4 shows the results of the Pearson correlation coefficient in which r=65/0 and p=0/0001. Since the p = .0001 is less than 0/05, therefore the null hypothesis is rejected, and the opposite hypothesis is confirmed, which means that the more knowledge management of employees is higher, their knowledge resources will be higher (05/0 ≥ p).

**Table 4.Pearson correlation between knowledge management and knowledge resources.**

| P | R | Index / Variable |
|---|---|---|
| 0.0001 | 0.65 | Knowledge management and knowledge resources |

*H2: There is a relationship between knowledge management and organizational culture.*

Table 5 shows the results of the Pearson correlation coefficient in which r=0/69andp=0/0001.Since the p = 0 /0001 is less than 0/05, therefore the null hypothesis is rejected, and the opposite hypothesis is confirmed, which means that the more knowledge management of employees is higher their organizational culture will be higher (05/0 ≥ p).

**Table 5.Pearson correlation coefficients between knowledge management and organizational culture.**

| P | r | Index / Variable |
|---|---|---|
| 0.0001 | 0.69 | Knowledge management and organizational culture |

*H3: There is a relationship between knowledge management and information technology.*

Table 6 shows the results of the Pearson correlation coefficient in which r=0/16 and p=0/243.Since the p = 0 /243 is more than 0/05, therefore the null hypothesis is confirmed, and the opposite hypothesis is rejected, which means there is no relationship between knowledge management and information technology (05/0 ≥ p).

**Table 6. Pearson correlation coefficients between knowledge management and information technology**

| P | r | Index / Variable |
|---|---|---|
| 0.243 | 0.16 | Knowledge management and information technology |

*H4:There is a relationship between knowledge management and organizational memory.*

Table 7 shows the results of Pearson correlation between knowledge management and organizational memory in which r=0/59 and p=0/0001.Since

p=0/0001isless than 0/05, therefore the null hypothesis is rejected, and the opposite hypothesis is confirmed, which means that the more knowledge management of employees is higher their organizational memory will be higher(0/05≥ p).

**Table 7.Pearson correlation between knowledge management and organizational memory.**

| P | r | Index / Variable |
|---|---|---|
| 0.0001 | 0.59 | Knowledge management and organizational memory |

## Conclusion

In this study, it was found that there is a significant relationship between thefactors of knowledge management(organizational culture, organizational memory, knowledge resources) and the establishment of knowledge management, and there is no relationship between the knowledge management factors (information technology) and the establishment of knowledge management. The results suggest that organizations must make use of organizational culture, organizational memory, knowledge and resources to increase their profits.

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