

The Role of Knowledge Management in Organizational Learning Ghavamin Bank

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Abstract

The main objective of this study was to investigate the role of knowledge management in organizational learning Ghavamin Bank. In this study, according to the object and purpose of the survey method used. The study population consisted of Ghavamin Bank are the banking industry and among the branches of the bank, a set of branches in Tehran is concerned. The data collected from the sample is used. Subjects were selected randomly. Total population is about 550 people and the sample size has been determined based on Morgan table 170. The instrument used was a questionnaire that its reliability Cronbach's alpha of 75% was achieved and components of systems thinking, individual capabilities, there is a significant collective learning relationship.

Keywords: Knowledge management, organizational learning, shared vision, systems thinking, the ability of individual, collective learning

Introduction

In a knowledge-based economy, international organizations and foreign organizations that offer similar services are in competition. At the national level competition has increased and this knowledge is known as the most important and the most important competitive factor.

Furthermore, various studies show that the main and most important guiding factor for knowledge management activities, strategy and strategy of the organization and aligned with the organization's knowledge management strategy. Now the question is that Article

- Impact of knowledge management on organizational learning how Ghavamin Bank?
- How knowledge management can be effective in changing an organization is a learning organization?

Research questions

- What is the impact of knowledge management and organizational learning in Ghavamin Bank?
- The impact of knowledge management on a common vision on how Ghavamin Bank?
- What is the impact of knowledge management on systems thinking in Ghavamin Bank?
- What is the impact of knowledge management on individual competencies in Ghavamin Bank?
- What is the impact of knowledge management on collective learning in Ghavamin Bank?

Research hypotheses

There is a significant relationship between knowledge management and organizational learning. KM significant effect on shared vision in the organization.

Significant effect on systems thinking knowledge management in the organization.

KM significant effect on individual competencies in the organization.

KM significant effect on collective learning in the organization.

Literature

One of the important discussions regarding the status of the concept of knowledge management in organizations and functions that are defined by the theorists. Knowledge management requires a commitment to create new knowledge, disseminate it throughout the organization and its transformation into products and services, systems, routines, culture and strategy are (Nonaka, 1995: 15). From the perspective of knowledge management based on organizational productivity valid knowledge to the right people at the right time and place, so that they can achieve organizational goals, make use of knowledge (Afrazeh 1383, p. 35).

Knowledge management helps organizations to share their experiences, knowledge and insights, and its activity is focused on the acquisition, storage and use of knowledge to solve problems, dynamic training, strategic planning and decision-making, the knowledge take advantage. Knowledge management not only helps prevent deterioration of intellectual capital, but also continually adds to the wealth (De Gooijer 2008 p.303). From the perspective of Manaskv (1999) Knowledge Management processes of creating, approving, presentation, distribution and application of knowledge. The five areas of knowledge management for an organization operating in the field of education, feedback, retraining or removal provides training, usually to build, maintain and restore capabilities of the organization is required. Ptrash (2001) perspective based on organizational productivity attention to knowledge management and knowledge management believes that lives right knowledge to the right people at the right time and place. So that they can achieve organizational goals, make use of knowledge. Knowledge management is provided on the various models that can be used to model the most important "Hicks" and the "Nonaka Vtakvchy" mentioned.

Model X (2000) is composed of four processes:

People Ken: This is the ability to learn and communicate. Developing this ability, experience sharing, linking ideas and build relationships with other issues of importance crossover is key.
 Save: As the second required element of knowledge management through its ability to store information organized for rapid search capability, access to information for employees and provided effective knowledge sharing, arise. It should be knowledgeable in these systems easy to use everyone to be saved.

Ken publishing: This activity is to develop a collective spirit in which individuals as partners in order to pursue common goals and sense of coherence to the activities linked together, to succeed.
 Tiger used: Fourth process starts from the idea of creating knowledge, more objective knowledge is possible by using the unified knowledge management center completes the process element.

- Model "Nonaka" and "Takeuchi"

Researcher's Japanese management "Nonaka" and "Takeuchi" had a great influence on knowledge management issues. The concept of "tacit knowledge" and "explicit knowledge" by Nonaka for planning organizational learning theory is classified. In this classification, according to the convergence between overt and covert forms of knowledge, they have established a model that bears their name known. The heart of its focus on two types of knowledge "obvious" and "hidden" devoted to how to convert them to each other and how to create it at all organizational levels (individual, group, organization) is concerned. In this dynamic model, usage and conversion of these two types of knowledge and how to manage knowledge in this field, in the form of a spiral (helical) process is assumed to be constant. The spiral model of Nonaka and Takeuchi is assumed that only the creator of knowledge. The production process of organizational knowledge ought to be a continuous process in which knowledge generated by people, the organization established, strengthened and guided. Nonaka and Takeuchi model based on the following steps have to transfer (convert) the two types of knowledge are at different levels of the organization. Socialize 1. (hidden to conceal): The transfer of intangible one person to another,) how to fix the problems - for unusual design) for effective process to the people, culture and develop teamwork skills) Davenport Prusak (which uses the social theories and cooperation is possible, meeting the group discussed experiences, it argues, is a normal activity in which the sharing of tacit knowledge, could occur. (Marwijk 2001)

-Out (removal) (implicit explicit) knowledge conversion intangible tangible knowledge

In this case, the person can be your knowledge in the form of regular material (seminar - workshop) to others. Talks between members of a group, in response to questions or withdraw from the event, including typical activities that occur in this kind of conversion.

3. Linking and connection to the (explicit to explicit): At this stage, the movement of individual explicit knowledge into explicit knowledge and its storage group is done and considering the possibility of using existing knowledge to solve problems through Group provided Following that knowledge is developed.

4. Internalization (explicit hidden): At this point, explicit knowledge obtained in the organization, is institutionalized. Also taking the stage to individuals, there is also the creation of new personal tacit knowledge. (Acquiring new tacit knowledge explicit knowledge available)

During the four mentioned above should be straight and spiral movement continues, in this way, each stage is complete and the stage prior to the institutionalization of knowledge, new knowledge is created and produced.

The two students, each other and the origin of the extend of the individual and group levels. Another thing of note is that when individuals are in the process of organizational learning occurs because of this partnership is the shared knowledge with others.

It should be noted that the process does not occur in isolation, but in different combinations and in work situations between people who work together to sow occur. For example, knowledge creation is the result of the interaction of explicit and implicit knowledge through interaction with others, tacit knowledge, externalizing, to be shared. Also in the process of knowledge management to gain insight and experience with your organization or by other employees, knowledge creation, publishing and internalize. (Vkanv Nonaka, 1998) Since all processes in the model are important, so be sure to consider integrated knowledge management.

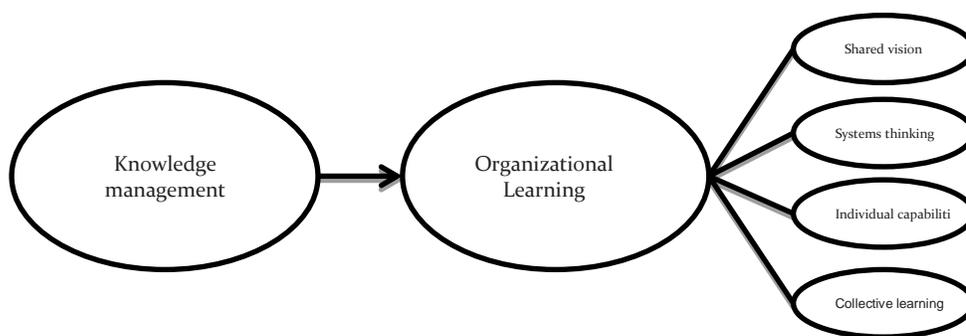
It can be said that organizational learning and behavioral variables introduced in the study of knowledge management, knowledge management and organizational learning are complementary. So that knowledge management is an implementation strategy for organizational learning. Basically, the idea of organizational learning the importance of continuous assessment of organizational practices in other words, constant monitoring of the organizational processes that lead to continuous improvement refers. Organizational learning consists of all the methods, mechanisms and processes that are used within the organization in order to achieve learning. (Dodgson, 1993, p. 19) and through the sharing of insight, knowledge, experience and mental models of members organization is obtained.

The learning organization is an organization that has the ability to create and acquisition and transfer of knowledge and their attitude is amended to reflect new knowledge and insights. According to Garvin learning organization, the organization's ability to create business skills and knowledge transfer and modify behavior to reflect new knowledge and insights.

The word implies a kind of ideal learning organization that has the capacity to effective learning. It should be said that it is better now learning as orientation (no activity), as the purpose and process (not out) and achieve (not being) and a trip (not the design destination) stated. There is a simple relationship between organizational learning and learning organization. Organizational learning is a learning organization in a good position. Learning Organization ruling rhetoric commonly prescribed (ordered) that the staff be said that in order for organizations to be learning what to do.

continuously learn how to teach others. This definition is based on five principles of a learning organization: 1) System 2 thinking) abilities (ability of) individual 3) mental models 4) vision (vision) Common 5) collective learning.

Taking into account the views of scholars on organizational learning and changing it by using experts, This conceptual model is divided as follows.



Theoretical background

Study of theoretical literature shows that research carried out in the field of knowledge management and organizational learning, including the theoreticians and researchers can Nonaka (1995), Peter Drucker (1998), Chris Jrys, John slap Brown (2002), Takeuchi and Thomas Stewart (1997) pointed out. Research in this field has been done in our country, which are as follows:

State (1385) in a study entitled Knowledge Management Situation in Parsian Bank shall review the results achieved after the Bank Corp senior executives and specialists are aware of the concept of knowledge management but the process of knowledge management, the Bank Corp is not deployed not based practice knowledge management and knowledge management towards information technology is not used.

Mokhtari (1386), in a study entitled The role of organizational culture in facilitating the implementation of knowledge management in SAIPA group. and the culture of democracy is more appropriate for the dissemination of knowledge. Hosseini, 1385 in a study entitled to examine the relationship between organizational culture and establish knowledge management at Tarbiat Modarres University, this research suggests that knowledge management is one of the strategies to improve the conditions of survival of the organization when successfully implemented The cultural context of the preparation of this system is proportional to knowledge management within the organization because it is a spiritual issue and is related to human resources And is a function of the culture of the organization. Therefore, organizations must fit the culture it creates for the successful implementation of knowledge management and act accordingly.

Khadivar, 1386 as presented in research methodology, strategy, design and implementation of knowledge management and intelligent decision support systems in the above study, the theoretical foundation and a comprehensive methodology for knowledge management strategy has been presented. In this methodology, the factors that affect the final strategy include general business strategy of organizational structure and cultural factors in the process of knowledge creation, knowledge based organization. Knowledge Management in Public Organizations (peace, 1385, pp. 140-120) .According to the poor performance of public sector organizations and resources by this section, since that knowledge management is considered as a change in methodology and knowledge is considered as the closest layer to decision-making in organizations, It is claimed that the nature and quality of knowledge used in decision making, in fact, decisive decision-making efficiency will be And thus enrich the literature of knowledge management in government agencies, the role and function influence the way they respond is known.

The main objectives for this study considered the following:

1. Knowledge and improve management excellence in organizations working knowledge of the Iranian government.
2. Improvement of decision making process in government agencies.
- 3-government organizations to improve the quality of services.

This study started with a question. "How knowledge is so effective in Iranian public organizations be managed? And in this regard, what is the appropriate model for knowledge management?"

The main questions addressed in this study include:

1. What factors are inter-organizational knowledge management model?
2. The external dimension of knowledge management model what factors?
3. What factors is the underlying model of knowledge management?
4. What are the most important aspects of knowledge management in government agencies?

This correlation has been analyzed and applied with the nature of the data were gathered in 1383 and 1384, Islamic Republic of Iran general area where research organizations and companies on a specific domain of spatial Ministry of Transportation has been set.

According to the analytical framework, the research hypotheses are:

Hypothesis 1. The internal organizational factors on knowledge management in government agencies effect.

Hypothesis 2. by external factors influence organizational factors on knowledge management in government agencies affect Iran.

Hypothesis 3. The factors underlying the influence of organizational factors on knowledge management in government agencies affect Iran.

Hypothesis 4. External factors and underlying knowledge management models impacting upon each other.

Based on the results of the study showed that internal factors have the greatest impact on knowledge management. Also, studies have shown that the underlying factors and external factors influence organizational factors, play an important role in knowledge management performance.

The fourth hypothesis suggests that the underlying factors and external impacting upon each other.

Framework for KM in public organizations research and development (Fathian, 1385)

In an article entitled Framework for KM in R & D organization in the Fourth International Conference Ihsan Fathi managed by the University of Science and Technology, presented the effort With regard to the evolution of R & D management considers that it is developed in four generations And the requirements and elements of knowledge management, knowledge management role in promoting R & D systems are checked and an appropriate framework for its consumption.

Article effects of applying knowledge management in R & D organization in cases of:

1. Knowledge sharing and accelerate access to new technologies, to avoid duplication and waste of resources.
2. Create a knowledge strategy for research
3. Synergies in knowledge produced in research projects and reducing the gap between the real needs of existing or future research and management projects.
4. Creating competitive advantage in organization and work effectively through collaboration and knowledge reuse
5. Conversion of tacit knowledge into explicit knowledge researchers to record the collected knowledge
6. Contributing to the dissemination of knowledge and the velocity of circulation of knowledge in R & D organization.
7. Easy and convenient access to information and knowledge to help researchers and other users of electronic documents.
8. Ability to provide instant communication tools to help researchers and indirect mediator.

Activities and actions to achieve the goal of this research paper is the study include the following:

1. A review of the literature of knowledge management and research and development
2. The study of models and frameworks of knowledge
3. The basic framework of knowledge management for R & D organization
4. Obtain experts to check the validity of the framework
5. After applying the proposed framework, opinions and comparisons with some other frameworks.
6. The process of proposing the realization of knowledge management in organizations, research and development

The population, sampling method and sample size

The study population consisted of Ghavamin Bank are the banking industry and among the branches of the bank, a set of branches in Tehran is concerned. The data collected from the sample is used. Subjects were selected randomly. Total population is about 550 people and the sample size has been determined based on Morgan table 170

In this research normality test, the dependent variable examined the test using Kolmogorov - Smirnov test was carried out using the results indicate that normal variables, the assumption is one of the most important modeling assumptions. Using simple linear regression analysis, models and assumptions have been test the regression assumptions (such as normality of the dependent variable, the absence of Outliers, there is a linear relationship, homogeneity of variance and regression residuals absence) is controlled using quizzes and charts. Other assumptions, including homogeneity of variance (using residual plots against the estimated values) and the lack of correlation between residuals (using the Durbin-Watson statistic) is a Fortunately, these assumptions have been established to investigate and control of process models therefore is valid. The researchers based on survey methods and library and taking notes using tools to gather information about the theoretical foundations and the scale To collect the data needed to test the hypothesis action and also to respond to the questionnaire applied Likert scale is used.

Results of descriptive statistics

The results of the research findings in the descriptive section shows that 63% of respondents were male and 37% female. Also in terms of education, 10 percent of those with a diploma and an associate, bachelors, 51 percent and 39 percent are graduate level. 41% less than 10 years of work experience, 38 percent of 11 to 20 years and 21 percent have more than 20 years. In terms of organizational status, 19 percent of respondent's manager / head, 64 percent curator / expert and 17% were other.

The results of tests are:

The results have been used for different models are as follows:

The main hypothesis: there is a significant relationship between knowledge management and organizational learning

With surveys conducted on the obligation of the t-statistic for the knowledge management with 26/5 96/1 is greater than this amount because therefore, there is a significant positive relationship between the two variables and the coefficient of determination was 14% So:

This study confirmed the hypothesis and suggests that there is a significant relationship between knowledge management and organizational learning

Hypothesis 1: KM significant impact on the organization's common vision

Following the studies conducted on this hypothesis, the results show the t-statistic for the knowledge management with 83/0 is because the amount in the range of values between 96/1 to 96/1 is Therefore, there is a significant relationship between the two variables and the coefficient of determination around zero percent in the first sub-hypothesis is rejected, the knowledge management within the organization do not have a significant effect on a common vision.

Hypothesis 2: knowledge management system in an organization has a significant effect on thinking

Studies in this duty, the results show the t-statistic for KM is equal to 87/3. This is so much bigger because of the 96/1 and there is a significant positive relationship between 8 percent and the coefficient of determination so:

The second hypothesis has been confirmed and indicates that knowledge management system in an organization has a significant effect on thinking.

The third sub-hypothesis: KM significant effect on individual competencies in the organization.

Studies in this duty, the results show the t-statistic for KM is equal to 37.5 this amount because of the larger amount is 96/1, so there is a significant positive relationship between the two variables and the coefficient of determination 15 percent The second sub-hypothesis has been confirmed and can be claimed significant effect on the individual knowledge management in the organization

The fourth sub-hypothesis: KM significant impact on collective learning in the organization.

Studies in this duty, the results show the t-statistic for KM is equal to 30/6. This is so much bigger because of the 96/1 and there is a significant positive relationship between the two variables and the coefficient of determination was 19% so:

Fourth sub-hypothesis has been confirmed and can be claimed KM significant effect on collective learning in the organization.

Research proposals

The results showed that the relationship between knowledge management and organizational learning in the bank Ghavamini there so it is suggested that:

1. In this regard, the processes, procedures, and guidelines for extraction and documentation of knowledge developed and implemented a structured program.
2. The program will be developed to document experiences of managers and professionals.
3. It is recommended to improve organizational knowledge from knowledge production other banks or financial institutions and other organizations.
4. In order to improve knowledge management processes for sharing and distributing knowledge of ICT use. In this context, fostering a culture of knowledge sharing is an essential step.
5. Mechanisms such as meetings, seminars, conferences and training courses for knowledge transfer is anticipated.
6. The success of knowledge management is primarily the motivation, desire and ability to share and to share their knowledge and use of knowledge is dependent on others As a result of research to increase the motivation of people in organizations considered necessary incentives such as bonus material.
7. One of the most critical elements of success in knowledge management, trust. Confidence in the intellectual capital of the organization and provides hospital staff members could Organization easily and without having to consider the concerns of their knowledge and expertise with others.
8. According to the index in the participative management and the directors believe it would be helpful in a successful KM implementation. Allow employees to participate in corporate decisions, welcome new and creative ideas, and express clear expectations of staff, the clear manifestation of threats organizations in planning, including strategies to improve knowledge management in the organization.
9. Recommended that managers and officials with appropriate modeling on how to use effective communication with employees, provide knowledge management platform to promote talented.

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