Investigate the role of distribution of knowledge on the organizational innovation in banks
(Case Study: Ghavamin Bank branches in Markazi province)

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Abstract
The purpose of this study was to determine the distribution of knowledge on organizational innovation in Ghavamin Bank branches in Markazi province. This research, in terms of goal is the type of applied research. In terms of method of inference is the type of descriptive research and also in terms of study design is the type of after event. The population of this research was to involve employees in Ghavamin Bank branches in Markazi province. According to Cochran formula the number of the sample are 66 persons. In order to gather information in section of literature theoretical research has been done through library studies and research on the measurement criteria, also used a questionnaire. In order to determine hypotheses were used regression analysis. After processing the data by the tools and statistical software, the results that can be corroborated approved or rejected hypothesis made in the investigation. The results showed that the distribution of knowledge are influencing on technological innovation, process innovation, administrative innovation and organizational innovation in Ghavamin Bank branches in Markazi province.

Keywords: distribution of knowledge, organizational innovation

Introduction
Today, knowledge and information has become a factor in determining in the success and competitiveness of organizations and knowledge management has been proposed as one of the last issues of organizational in management science. In particular, with the notification of the general policies of the administration by the Supreme Leader (April, 2010) in the field of knowledge management and increasing government emphasis on creating a knowledge society and priority move towards knowledge-based economies in the 20 years vision document of country and the fourth and fifth development an important issue that emerged was to understand how to use that knowledge as a source of competitive advantage. Nonaka and Takeuchi knows successful companies, the companies that constantly to solve problems in new and unfamiliar, discover and or create new knowledge and this knowledge, targeted and systematic manner and in accordance with the objectives of the Strategic Forum developed in all layers and different parts of the organization and are looking into the technology and new products. Thus, we can conclude that the creation and distribution of knowledge in all internal and external layers, it seems to be required. (Nonaka and Takeuchi, 1995). One of the factors affecting on empowering employees is information, knowledge and job skills. Bowen and Lower know enabling the share of front line staff in the four elements of information, knowledge, rewards and power. Today, organizations are successful and can have survive in a competitive world, that have ability to cope with changes made and continue to make practical, new thoughts and ideas in the organization. Today’s Organization for that can in new paradigm of competition between organizations that is fully competitive environment and knowledge based that continue to survive, should be look to innovation as a necessary strategy in the current era and the recognition of changes and environmental changes to face them, identify organizational factors impact on organizational innovation and give the most appropriate responses to these changes. In today’s changing environment and knowledge-based the innovation due to changing patterns of corporate competition and the need to adapt
to rapid changes more than ever, is the focus of attention and for this reason, one of the problems of managers of organizations is confronted with it is the fact that, to do what measures to develop and improve innovation in the organization. (Zarin Sabab, 2011). Innovation is a process, that in this process, at first individual allowing to his imagine climb to the heavens, then bring it back to earth and the engineering (Idea Engineering) to be converted to the idea, then the ideas through the management ideas, be converted into practical, useful and convenient ideas. (Creativity) Consequently, to be conversion of ideas, goods, services and processes, and ultimately, with commercialization of the products, services and new processes or market development to ends innovation process. In other words, creativity is essential for innovation, but it should be noted that the creativity to innovation often go a long way, that usually the entrepreneur individuals will facilitate this way. In late years, innovation was unclear terms for enterprises, but today, new technologies are a natural part of everyday life organizations. Today, with the development and growth of information technology and knowledge of the global economy, the organizations are in an environment, which inevitably to survive and win in a competitive knowledge based world, they try to intangible assets. The process of knowledge creation is the same as production of knowledge and ultimately, into products and services through the concept of innovation. (Chupani et al, 2003: 31). Given the importance of knowledge and its role in innovation in this research will examine the impact of distribution of knowledge on organizational innovation in Ghavamin Banks in Markazi province.

Research Hypothesis

The main hypothesis

- Distribution of knowledge is influencing on organizational innovation in Ghavamin Bank branches in Markazi province.

Sub-hypothesis

- Distribution of knowledge is influencing on technological innovation in Ghavamin Bank branches in Markazi province.
- Distribution of knowledge is influencing on process innovation in Ghavamin Bank branches in Markazi province.
- Distribution of knowledge is influencing on administrative innovation in Ghavamin Bank branches in Markazi province.

Theoretical research

Distribution of knowledge

Sharing of information, not only caused facilitate interaction mid-task, it will cause sharing knowledge repositories among participants in organizational processes and this, by virtue of their participation and a deep understanding of a process, comprehensively. (Liao and Chang, 2010). Distribution of knowledge and knowledge transfer are often an alternative role for describing business processes and distributes that knowledge is transferred among members of an organization and or group of colleagues. At this point, be careful that distributed knowledge should be provided in an appropriate manner will be interpreted and understood. (Kongpichayanade, 2009). In general, informal channels can expedite the process of socialization of knowledge and this type of channel very suitable for small organizations. However, the distribution of knowledge through formal channels, such as education is guarantee wider distribution of knowledge and is more suitable for concept-based and specialist-driven knowledge in large organizations. One of the factors affecting on empowering employees is information, knowledge and job skills. Bowen and Lower know enabling the share of front line staff in the four elements of information, knowledge, rewards and power.

The process of transferring, sharing and distribution of knowledge takes the following parameters:

1. Existence of teams and meetings between the tasks in order to assess the different trends in the market.
2. Existence of devices, communication networks and appropriate information systems to facilitate communication and sharing of information among organization members.
4. Existence of a strong culture and open to sharing information and accepting advice.
5. Sharing technical - professional information with suppliers and organizational members.
6. Encourage and support the management in sharing and sharing of knowledge and information.
7. Use and update the database and other knowledge resources to improve the quality of the process.
8. Organization bilateral relations between senior executives and members of the organization.
9. Create a supply chain team with members from the companies in the chain to assess the process of activities of the supply chain.
10. Share technical - professional information with customers. (Shafie Nik Abadi, Farsijani, 2012). That in this study was used.

**Organizational innovation**

The concept of innovation for the first time considered by Schumpeter in 1934, that it has been recognized by describing innovation and is the process of creating a new brand, product, service, process on economic development. Drucker defines innovation create new values and obtain the consent of customers. (Drucker, 1986, quoted by Chupani, 2011). Robbins is expression the innovation that creativity that manifest and to the action is in the process of taking an idea and turning it into products, services and new methods of operation. (Robbins, 1991, quoted by Chupani, 2011). Barigheh et al define innovation as the creation of new knowledge and business ideas to facilitate new products with the aim of improving internal business processes and create a market structure in favor of products and services. In this study is an organized aspect of innovation based on the framework of Jimenez and Sons (2010) which has been operational in the form of technical innovation, process innovation and business innovation. Thus, in this study, the purpose of technical innovation is that to what extent the company is a leader in providing new products and services, the allocation of financial resources to research and development, etc. Similarly, the purpose of the innovation process is that to what extent the company applies new technologies, taking action to employee training and puts to test new methods of work. And the purpose of the administrative innovation is that to what extent the managers company uses the new systems management (procedures, policies and new organizational forms) in managed the corporate.

**Research concept model**

- Creation of informal groups and human networks
- Existence of a strong culture and open to sharing information and accepting advice
- Share technical - professional information with organization members.
- Encourage and support the management in sharing and sharing of knowledge and information
- Use and update the database and other knowledge resources to improve the quality of the process
- Create a supply chain team with members from the companies in the chain to assess the process of activities of the supply chain
- Existence of devices, communication networks and appropriate information systems to facilitate communication and sharing of information among organization members
- Existence of teams and meetings between the tasks in order to assess the different trends in the market
- Organization bilateral relations between senior executives and members of the organization
- Share technical - professional information with customers
Investigate the role of distribution of knowledge ...

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**Literature**

- **Chupani et al. (2013)** "Investigate the relationship between intellectual capital and organizational innovation. (Case Study: TOSE Insurance Company." Research shows that organizations that have a greater emphasis on intellectual capital are more innovative than other organizations. This is because, in such organizations because of the intellectual capital and the use of knowledge is also learning more, which in turn will seek to provide new ways to do things and generally innovation.

- **Safarzadeh et al. (2013)** "The effect of knowledge management strategies on innovation and organizational performance. (Case study: health centers north of the Fars)." Institutions performance, especially in the health sector is the basis of qualitative and quantitative development of each country and as long as the organizations do not survey in the field of assess their knowledge assets and knowledge management does not lead to improved organizational performance. The study examined the impact of knowledge management on innovation and organizational performance in health centers.

- **Badri azarin et al. (2013)** "The regression analysis of the relationship between the components of knowledge management and human resources functions." Having updated information and knowledge and to identify, study, sharing, development, implementation and maintenance of knowledge is essential to the viability of organizations, especially the Physical Education Organization. The aim of this study was to investigate the relationship between knowledge management and its components with performance of human resources. The results of multiple regression analysis, the equation to predict the performance of human resource obtained equal to 59.69, diagnosis knowledge equal to 0.201, knowledge acquisition equal to 0.208, and knowledge sharing equal to 0.016.

- **Choi and Lee (2011)** in research about knowledge management style and its impact on organizational performance began to investigate this, that different styles of knowledge management, how to affect on the organization's performance. The results show that, of the four dynamic light systems, human-centered and static, the dynamic style has the most effect on the performance of the organization with emphasis on the management of tacit knowledge and explicit knowledge.

- **Liao et al., (2008)** "The relationship between knowledge inertia, organizational learning and innovation in an organization." Knowledge as power and the source is a significant asset for both individuals and organizations. Therefore, knowledge management has become the name of one of the most important issues. However, when dealing with issues people are connected in general to prior knowledge and experience for solutions. This traditional problem-solving strategy is called inertia knowledge. This study intends to present construction of inertia knowledge and evaluate the relationship between inertia knowledge, organizational learning and organizational innovation. Modeling structural equality to serve and to be evaluated the degree of impact of each of these structures on the other, and whether these relationships are changing in a variety of different organizations or not. We made a questionnaire survey to collect data from government organizations and also private companies and companies administered by the State. In total collected 485 valid responses. The results reveal that the inertia of knowledge constitutes the learning of inertia and inertia experience. The relationship between these three variables is as follows: First, the inertia of knowledge applied to a mediator's impact on organizational innovation through organizational learning. Second, when the members of a company or are learning less inertia or have more experience inertia the better will be the performance of organizational learning.

**Reliability**

To determine the reliability of the measurement tool is used of the Cronbach’s alpha test. With this test, it was confirmed the reliability of the questionnaire equal to 0.87. Therefore, it is in an acceptable range the questionnaire reliability of present research.
The results of the questionnaire Cronbach’s alpha

<table>
<thead>
<tr>
<th>Cronbach’s alpha</th>
<th>The number of questions</th>
</tr>
</thead>
<tbody>
<tr>
<td>0.87</td>
<td>40</td>
</tr>
</tbody>
</table>

**Demographic statistics**

**Gender**
The most frequent is related to the male gender, which comprise 65 percent of the sample.

Table 1. Frequency of respondents’ gender

<table>
<thead>
<tr>
<th>Gender</th>
<th>Frequency</th>
<th>Frequency percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>43</td>
<td>65</td>
</tr>
<tr>
<td>Female</td>
<td>23</td>
<td>35</td>
</tr>
</tbody>
</table>

**Age**
The most frequent is related to the 31 to 40 years, which comprise 50 percent of the sample.

Table 2. Frequency of respondents’ age

<table>
<thead>
<tr>
<th>Age</th>
<th>Frequency</th>
<th>Frequency percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Under 30 years</td>
<td>20</td>
<td>30</td>
</tr>
<tr>
<td>31 to 40 years</td>
<td>33</td>
<td>50</td>
</tr>
<tr>
<td>More than 41 years</td>
<td>13</td>
<td>20</td>
</tr>
</tbody>
</table>

**Education Level**
The most frequent is related to the bachelor, which comprise 45% of the sample.

Table 3. Frequency of respondents’ education level

<table>
<thead>
<tr>
<th>Education Level</th>
<th>Frequency</th>
<th>Frequency percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Associate Degree</td>
<td>13</td>
<td>20</td>
</tr>
<tr>
<td>Bachelor</td>
<td>30</td>
<td>45</td>
</tr>
<tr>
<td>Master degree and</td>
<td>23</td>
<td>35</td>
</tr>
<tr>
<td>higher</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Inferential statistics**

Normalization of variables

Table 4 Kolmogorov-Smirnov test

<table>
<thead>
<tr>
<th>Result</th>
<th>Test Significant level</th>
<th>Test statistic</th>
<th>Variable</th>
</tr>
</thead>
<tbody>
<tr>
<td>Normal</td>
<td>0.382</td>
<td>0.908</td>
<td>Distribution of knowledge</td>
</tr>
<tr>
<td>Normal</td>
<td>0.333</td>
<td>0.946</td>
<td>Technical Innovation</td>
</tr>
<tr>
<td>Normal</td>
<td>0.709</td>
<td>0.652</td>
<td>Process Innovation</td>
</tr>
<tr>
<td>Normal</td>
<td>0.509</td>
<td>0.822</td>
<td>Administrative Innovation</td>
</tr>
<tr>
<td>Normal</td>
<td>0.483</td>
<td>0.839</td>
<td>Innovation</td>
</tr>
</tbody>
</table>

Due to the greater level of significance of the test the amount of 0.05 is determined, all variables are normally distributed.

Evaluate the status of variables
Variables of distribution of knowledge and technical innovation because of being smaller of significance level than 0.05, and negative the mean differences, are in a condition of moderate to low. The other three variables because of greater of significance level than 0.05 are in average condition.

**Evaluation of research hypotheses**

* Distribution of knowledge is influencing on technological innovation in Ghavamin Bank branches in Markazi province.

* Distribution of knowledge is influencing on process innovation in Ghavamin Bank branches in Markazi province.
Table 8. Second hypothesis regression test

<table>
<thead>
<tr>
<th></th>
<th>Non-standard</th>
<th>Standard</th>
<th>T statistics</th>
<th>Significant level</th>
</tr>
</thead>
<tbody>
<tr>
<td>Constant value</td>
<td>Beta</td>
<td>Standard error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td></td>
<td>0.555</td>
<td>0.180</td>
<td>3.077</td>
<td>0.004</td>
</tr>
<tr>
<td>Distribution of knowledge</td>
<td>0.946</td>
<td>0.065</td>
<td>0.930</td>
<td>14.523</td>
</tr>
<tr>
<td>ANOVA significant level</td>
<td>0.000</td>
<td>R coefficient</td>
<td>0.930</td>
<td>Comparative R</td>
</tr>
</tbody>
</table>

*Distribution of knowledge is influencing on administrative innovation in Ghavamin Bank branches in Markazi province.

Table 9. Third hypothesis regression test

<table>
<thead>
<tr>
<th></th>
<th>Non-standard</th>
<th>Standard</th>
<th>T statistics</th>
<th>Significant level</th>
</tr>
</thead>
<tbody>
<tr>
<td>Constant value</td>
<td>Beta</td>
<td>Standard error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td></td>
<td>0.938</td>
<td>0.425</td>
<td>2.206</td>
<td>0.034</td>
</tr>
<tr>
<td>Distribution of knowledge</td>
<td>0.772</td>
<td>0.154</td>
<td>0.658</td>
<td>5.023</td>
</tr>
<tr>
<td>ANOVA significant level</td>
<td>0.000</td>
<td>R coefficient</td>
<td>0.658</td>
<td>Comparative R</td>
</tr>
</tbody>
</table>

* Distribution of knowledge is influencing on organizational innovation in Ghavamin Bank branches in Markazi province.

Table 10. Main hypothesis regression test

<table>
<thead>
<tr>
<th></th>
<th>Non-standard</th>
<th>Standard</th>
<th>T statistics</th>
<th>Significant level</th>
</tr>
</thead>
<tbody>
<tr>
<td>Constant value</td>
<td>Beta</td>
<td>Standard error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td></td>
<td>0.662</td>
<td>0.222</td>
<td>2.978</td>
<td>0.05</td>
</tr>
<tr>
<td>Distribution of knowledge</td>
<td>0.848</td>
<td>0.080</td>
<td>0.878</td>
<td>10.552</td>
</tr>
<tr>
<td>ANOVA significant level</td>
<td>0.000</td>
<td>R coefficient</td>
<td>0.878</td>
<td>Comparative R</td>
</tr>
</tbody>
</table>

Analysis and interpretation of the results of hypotheses

- Distribution of knowledge is influencing on technological innovation in Ghavamin Bank branches in Markazi province.

This hypothesis proclaims that there is a direct relationship between the distribution of knowledge and technical innovation in Ghavamin Bank branches in Markazi province. The findings of the study confirm this hypothesis with the degree of correlation of 0.807 and a significance level of less than 0.05. This result proclaims that there is a significant relationship between the distribution of knowledge and technology innovation in Ghavamin Bank branches in Markazi province and more attention to indicators of distribution of knowledge that improve technical innovation.
Distribution of knowledge is influencing on process innovation in Ghavamin Bank branches in Markazi province.
This hypothesis proclaims that there is a direct relationship between the distribution of knowledge and process innovation in Ghavamin Bank branches in Markazi province. The findings of the study confirm this hypothesis with the degree of correlation of 0.861 and a significance level of less than 0.05. This result proclaims that there is a significant relationship between the distribution of knowledge and process innovation in Ghavamin Bank branches in Markazi province and more attention to indicators of distribution of knowledge that improve process innovation.

- Distribution of knowledge is influencing on administrative innovation in Ghavamin Bank branches in Markazi province.
This hypothesis proclaims that there is a direct relationship between the distribution of knowledge and administrative innovation in Ghavamin Bank branches in Markazi province. The findings of the study confirm this hypothesis with the degree of correlation of 0.416 and a significance level of less than 0.05. This result proclaims that there is a significant relationship between the distribution of knowledge and administrative innovation in Ghavamin Bank branches in Markazi province and more attention to indicators of distribution of knowledge that improve administrative innovation.

- Distribution of knowledge is influencing on organizational innovation in Ghavamin Bank branches in Markazi province.
This hypothesis proclaims that there is a direct relationship between the distribution of knowledge and organizational innovation in Ghavamin Bank branches in Markazi province. The findings of the study confirm this hypothesis with the degree of correlation of 0.878 and a significance level of less than 0.05. This result proclaims that there is a significant relationship between the distribution of knowledge and organizational innovation in Ghavamin Bank branches in Markazi province and more attention to indicators of distribution of knowledge that improve organizational innovation.

Conclusions and Suggestions
According to the results, it was found that the distribution of knowledge is affecting on organizational innovation in Ghavamin Bank branches in Markazi province. In this regard, Ghavamin Bank branches in Markazi province to improve and promote organizational innovation in your organization, they should pay attention to indicators of distribution of knowledge. With the promotion of distribution of knowledge indicators, enhanced organizational innovation. In this regard, in first step with create a knowledge-based processes in the organization lead to knowledge exchange is flow as a running and continuous processes in organization. In order to share knowledge and to facilitate this, we recommend optimal use of information technology. Also, provide mechanisms, which provide the ability to review and update data through information tools. Also, it should create mechanisms in order to develop a culture of accepting advice in the organization. In this context, the culture of sharing knowledge is the key issue. A culture of sharing knowledge is the environment in which people tend to promote and publish their data, regardless of the size of the organization or company. Therefore, people have to believe and adhere to the norms, values, attitudes and beliefs of the founding of the by the organization. If the defect is each aspect of sharing knowledge the information was not given to the person, and hence, will lead to the creation of a data transfer bottleneck. In order to improve knowledge sharing culture should be followed by a structured program. Also, be institutionalized knowledge-based processes in the organization. Processes of knowledge-based organization are a key issue in organizational knowledge sharing and transfer of valuable experiences. Remember organizational knowledge should also be considered in Ghavamin Bank branches. Software and hardware infrastructure may be caused the efficacy of organizational knowledge management. Tacit knowledge as an important stimulus in the process of creativity and innovation plays a major role as a corporate resource and the success of in organization. The role of innovation management according to the kind of creativity needed, type of industry and the particular structure, which has its organization been clear through the model and as a result, will improve the success of their creativity. Model listed is the ideal model, because as became clear in the innovation process the components of tacit and stipulated knowledge that combined together and with difficulty are detachable. On the other hand, stated that the emphasis in a way, because of the need to analyze the direct in order to achieve the results properly manage
tacit knowledge in the creative process. Managers and researchers working in the field of interaction between human resources and networks should give more attention to tacit knowledge, because tacit knowledge is an ongoing process of interaction and personal interaction. According to this research to transfer intelligence and witnesses, or in other words, that what people feel inside, it operates in an informal atmosphere and face. As a result, in this space, it was easy to take advantage of new ideas, products or processes creatively to solve problems to be flexible.

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