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**INVESTIGATE THE RELATIONSHIP BETWEEN KEY FACTORS OF KNOWLEDGE  
MANAGEMENT WITH ORGANIZATIONAL LEARNING AND CREATIVITY ON  
QARZOL-HASANE MEHR IRAN BANK BRANCHES EMPLOYEE'S**

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**ABSTRACT**

The main purpose of this study was to investigate the relationship between key factors of knowledge management with organizational learning and creativity on Qarzol-Hasane Mehr Iran bank branches employees. The present study was descriptive field study. 167 employees of Ardebil province Qarzol-Hasane Mehr Iran bank branches selected as a sample. In order to data analysis knowledge management questionnaire, creativity and organizational learning questionnaire was used. In order to data analysis Pearson correlation coefficient and multiple regression was used. The results indicate that there is positive significant relationship between organizational culture, knowledge sharing, allocating reward, knowledge based strategies and policies, senior management support, human resource management and using information technology with organizational learning and employee's creativity. At least, knowledge management factors have significant role on Qarzol-Hasane Mehr Iran bank branches employees' organizational learning and creativity prediction.

**Keywords: Knowledge Management, Organizational Learning, Creativity**

**INTRODUCTION**

One of the undeniable issues in current organizations is that knowledge is increasingly regarded as an important asset and is managed in private and public sectors

in order to competitive advantages, but how governments administrate knowledge management projects and how governments implement knowledge management activities in the operational processes of the

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organization is still not very clear. Organization success increasingly is related to how effectively organization could collect, save and recovery knowledge among employees at different levels [1].

According to the world's most successful managers organizational knowledge is one of the most important enterprise assets of the twenty-first century that its effective management cause to improves the quality of the organization.

Knowledge management is term that today's in management and business literature is most commonly used and individuals that involved in this field knows that there are various special fields that researchers conducted research. Experts in this field have expressed several key factors to successfully implement knowledge management. Another noteworthy point is that creativity and organizational learning issues are discussed with management knowledge.

Organizational learning is a dynamic process that enables organizations to quickly adapt to change. This process involves the production of new knowledge, skills and behaviors and empowerment by sharing among functional and cooperative learning. The result of these two principles is creating a culture of learning and culture among all employees. Learning organization is an organization that creates

knowledge and experience to work in the way it is, modify behaviors in order to adapted with changes and thereby creating and implementing of new knowledge for persistent growth and learning is provide.

With the development of science, technology and expanding the scope of business (including virtual organizations or organizations under network) business enterprises and the competitive and challenging environment has expanded. In such an environment, it is natural that competitive scores on the learning and education of the employees and the organization are express. Organization changed to organizations that persistently seeking to learn and tries to learn as a competitive advantage. Today's organizations should learn as soon as and adapted themselves with the changes in order to remain. In each period, the dominant species but in decline (e.g. non-learning organizations) and emerging and flexible species (e.g. learning organizations) live together; but it is predicted that in the future, only learning organizations will survive. Companies that are not learning organization soon to disappear, since they are unable to adapt to the changing environment around them.

Given to banks roles and peoples sensitivity towards banks performance this institution should have been growth in both quantitative and qualitative dimensions. In this regard, attention to human resource creativity in order to meet the needs of the society in this organizations have significant important. Therefore, the main purpose of this study was to investigate the relationship between key factors of knowledge management with organizational learning and creativity on Qarzol-Hasane Mehr Iran bank branches employees.

## MATERIALS AND METHODS

The method of this study is descriptive and its aim is practical. The population of this study consisted of all Ardebil province Qarzol-Hasane Mehr Iran bank branches. 167 employees of Ardebil province Qarzol-Hasane Mehr Iran bank branches selected as a sample. The method of sampling was random. In order to data analysis Pearson correlation coefficient and multiple regression was used.

### Measures

#### **Knowledge Management Questionnaire:**

This questionnaire consisted of 25 items and has four subscales included: Knowledge creating, knowledge sharing, knowledge implementing and knowledge saving at organization. Participants were required to indicate, on a 5-point Likert scale (strongly

disagree, disagree, neutral, agree, strongly agree), whether the statement was true of them. Alpha Cronbach coefficient was for knowledge creating 0.88, knowledge sharing 0.85, knowledge implementing 0.78 and knowledge saving 0.84. The validity coefficient for this scale was reported 0.85.

**Rend sip Creativity Questionnaire:** This questionnaire is developed by Rend sip (1979). This questionnaire consisted 50 items and each item is answered by 5 likert point.

#### **Organizational Learning Questionnaire:**

This questionnaire was developed by Neef et al (1990) in six subscales: acquiring, transferring and implementing information and knowledge, Shared vision, organizational culture, work and team learning, organizational structure and use of technology. This questionnaire consisted of 31 items based on six likert point. Also, alpha cronbach coefficient was 0.86.

## RESULTS AND DISCUSSION

As table 1 indicate Organizational culture, Use of information technology instrument and organizational learning is average and knowledge sharing, Allocating rewards for employees, Knowledge based strategies and policies, Senior management support, Human resource management and organizational creativity is weak.

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As table (2) indicate organizational culture, knowledge sharing, allocating rewards for employees, Knowledge based strategies and policies, senior management support, human resource management and use of information technology instrument have positive effect on organizational creativity. As table (2) indicates ANOVA value is less than 0.005 that indicate linear relationship between independent variables with organizational creativity.

As table (3) indicate organizational culture, knowledge sharing, allocating rewards for employees, Knowledge based strategies and policies, senior management support, human resource management and use of information technology instrument have positive effect on organizational creativity. As table (2) indicates ANOVA value is less than 0.005 that indicate linear relationship between independent variables with organizational learning.

As table 4 indicates ANOVA value for allocating rewards for employees, knowledge based strategies and policies, senior management support and human resource management are less than 0.05 that indicates the linear relationship between mentioned subscales with organizational creativity. In contrast, ANOVA value for organizational culture, knowledge sharing, use of

information technology instrument are higher than 0.05 that indicates there is not linear relationship between mentioned subscales and organizational creativity. RSquare value is 0.704 that indicates allocating rewards for employees, knowledge based strategies and policies, senior management support and human resource management explain 704% of organizational creativity indicates ANOVA value for organizational culture, knowledge sharing, knowledge based strategies and policies, human resource management and use of information technology instrument are less than 0.05 that indicates the linear relationship between mentioned subscales with organizational learning. In contrast, ANOVA value for knowledge sharing, allocating rewards for employees and senior management support are higher than 0.05 that indicates there is not linear relationship between mentioned subscales and organizational learning. RSquare value is 0.642 that indicates organizational culture, knowledge sharing, knowledge based strategies and policies, human resource management and use of information technology instrument explain 642% of organizational learning.

Table 1: One sample T- tests results for variables

| Subscales                                | P-Value Sig (2-tailed) | Mean   | Sd     | T      |
|--|------------------------|--------|--------|--------|
| Organizational culture                   | .231                   | 2.7932 | .89140 | -1.101 |
| knowledge sharing                        | .015                   | 2.6234 | .74303 | -2.372 |
| Allocating rewards for employees         | .000                   | 2.4810 | .80345 | -5.124 |
| Knowledge based strategies and policies  | .000                   | 2.5142 | .79458 | -4.760 |
| Senior management support                | .000                   | 2.3170 | .81013 | -6.134 |
| Human resource management                | .000                   | 2.4224 | .78161 | -5.114 |
| Use of information technology instrument | 0.940                  | 2.8925 | .87608 | -.064  |
| Organizational creativity                | .000                   | 2.3237 | .67060 | -7.345 |
| Organizational learning                  | 0.302                  | 2.8268 | .68132 | -1.021 |

Table 2: Regression analysis results between independent variables and organizational creativity

| Independent variables                    | Depend variable           | R Square | ANOVA(Sig) | Coefficients                     |
|--|---------------------------|----------|------------|----------------------------------|
|  |                           |          |            | B                                |
| Organizational culture                   | Organizational creativity | 0.341    | 0.000      | Constant=1.072                   |
|  |                           |          |            | Culture=0.467                    |
| knowledge sharing                        | Organizational creativity | 0.495    | 0.000      | Constant=0.576                   |
|  |                           |          |            | knowledge sharing=0.656          |
| Allocating rewards for employees         | Organizational creativity | 0.612    | 0.000      | Constant=0.630                   |
|  |                           |          |            | Rewards=0.695                    |
| Knowledge based strategies and policies  | Organizational creativity | 0.523    | 0.000      | Constant=0.736                   |
|  |                           |          |            | Knowledge based strategies=0.646 |
| Senior management support                | Organizational creativity | 0.592    | 0.000      | Constant =0.797                  |
|  |                           |          |            | Senior management support=0.673  |
| Human resource management                | Organizational creativity | 0.586    | 0.000      | Constant =0.797                  |
|  |                           |          |            | Human resource management=0.686  |
| Use of information technology instrument | Organizational creativity | 0.413    | 0.000      | Constant =0.888                  |

Table 4: Results of multiple regression between independent variables and organizational creativity

| Depend variable           | Independent variables                    | ANOVA(Sig) | Coefficients                    | R Square |
|---------------------------|--|------------|---------------------------------|----------|
|                           |  |            | B                               |          |
|                           |  |            | Constant=0.219                  |          |
| Organizational creativity | Organizational culture                   | 0.287      | —                               | 0.704    |
|                           | knowledge sharing                        | 0.167      | —                               |          |
|                           | Allocating rewards for employees         | 0.000      | Rewards=0.261                   |          |
|                           | Knowledge based strategies and policies  | 0.002      | Strategies=0.159                |          |
|                           | Senior management support                | 0.000      | Senior management support=0.238 |          |
|                           | Human resource management                | 0.000      | Human resource management=0.215 |          |
|                           | Use of information technology instrument | 0.116      | —                               |          |

Table 3: Regression analysis results between independent variables and organizational learning

| Independent variables                    | Depend variable         | R Square | ANOVA(Sig) | Coefficients                     |
|--|-------------------------|----------|------------|----------------------------------|
|  |                         |          |            | B                                |
| Organizational culture                   | Organizational learning | 0.412    | 0.000      | Constant=1.460                   |
|  |                         |          |            | Culture=0.508                    |
| knowledge sharing                        | Organizational learning | 0.454    | 0.000      | Constant=1.137                   |
|  |                         |          |            | knowledge sharing=0.635          |
| Allocating rewards for employees         | Organizational learning | 0.492    | 0.000      | Constant=1.334                   |
|  |                         |          |            | Rewards=0.617                    |
| Knowledge based strategies and policies  | Organizational learning | 0.461    | 0.000      | Constant=1.342                   |
|  |                         |          |            | Knowledge based strategies=0.607 |
| Senior management support                | Organizational learning | 0.406    | 0.000      | Constant =1.608                  |
|  |                         |          |            | Senior management support=0.548  |
| Human resource management                | Organizational learning | 0.624    | 0.000      | Constant =1.131                  |
|  |                         |          |            | Human resource management=0.712  |
| Use of information technology instrument | Organizational learning | 0.413    | 0.000      | Constant =1.380                  |

Table 5: Results of multiple regression between independent variables and organizational learning

| Depend variable         | Independent variables                    | ANOVA(Sig) | Coefficients                    | R Square |
|-------------------------|--|------------|---------------------------------|----------|
|                         |  |            | B                               |          |
|                         |  |            | Constant=0.219                  |          |
| Organizational learning | Organizational culture                   | 0.26       | Culture=0.111                   | 0.704    |
|                         | knowledge sharing                        | 0.330      | ---                             |          |
|                         | Allocating rewards for employees         | 0.329      | ---                             |          |
|                         | Knowledge based strategies and policies  | 0.006      | Strategies=0.163                |          |
|                         | Senior management support                | 0.000      | ---                             |          |
|                         | Human resource management                | 0.000      | Human resource management=0.416 |          |
|                         | Use of information technology instrument | 0.001      | IT=0.165                        |          |

## CONCLUSION

As table 1 indicates mean score of organizational culture 2.7932, knowledge sharing 2.6234, allocating rewards for employees 2.4810, Knowledge based strategies and policies 2.5142, senior management support 2.3170, human resource management 2.4224, use of information

technology instrument 2.8925, organizational creativity 2.3237 and organizational learning is 2.8268 on Qarzol-Hasane Mehr Iran bank branches that indicates organizational culture, use of information technology instrument and organizational learning have average score and knowledge sharing, allocating rewards for employees, Knowledge based strategies and

policies, senior management support, human resource management and organizational creativity is weak.

As table (2) indicates organizational culture, knowledge sharing, allocating rewards for employees, Knowledge based strategies and policies, senior management support, human resource management and use of information technology instrument have positive effect on organizational creativity. As table (2) indicates ANOVA value is less than 0.005 that indicate linear relationship between independent variables with organizational creativity. This finding is in line with the results of Akhavan et al [2], Rodan [3], and Shelton & Darling [4].

As table (3) indicates organizational culture, knowledge sharing, allocating rewards for employees, knowledge based strategies and policies, senior management support, human resource management and use of information technology instrument have positive effect on organizational creativity. As table (2) indicates ANOVA value is less than 0.005 that indicate linear relationship between independent variables with organizational learning. This finding is in line with the results of Akhavan et al [2].

Moreover, regression analysis indicate that among seven key factors of knowledge management both knowledge based strategies

and policies and human resource management are significant predictors of organizational creativity and organizational learning.

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