

## Explaining the Model of the Impact of Demographic Variables with knowledge Management and Collaborative Management According to the Moderating Role of Organizational Culture at the Melli Bank of Khorasan Razavi

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### Abstract

The main objective of this study was to explain the influence of demographic variables with knowledge management and collaborative management according to the moderating effect of organizational culture. In this regard, Melli Bank of Khorasan Razavi which their number is reported to be .....people has been selected as the target population, and employee were selected as the sample .The tool for collecting data in this study was the standardized organizational culture questionnaire based on Robbins model, collaborative management questionnaire, Nonaka knowledge management questionnaire and analysis of variance test was used to examine and codify the research model. The findings indicated that based on gender differences there is a significant relationship between knowledge management and organizational culture. This means that in knowledge management and organizational, women's mean score is higher.

**Keywords:** knowledge management, collaborative management, organizational culture

### 1. Introduction

Nowadays the banking industry is considered as one of the major economic institutions. The banking industry has a basic role in the country's economic development and creates security and trust in society and also provides the basis for expansion of production and service activities .The development of banking industry is symmetrical with our country's economic growth. Modification of the economic status of a country and increasing the exchanges and developing living conditions and improvements in the investment leads to the development of banking industry and in contrast, the development and dissemination of the banking industry leads to the improvement of people's living conditions and helps maintain national wealth and the formation of large savings.

Nowadays banking industry, as an important financial instrument, has become an important industry in the country and provides service to different society classes. Also, banking is regarded as the most important infrastructure services in every society which has a lot of influence in the economic and trade development in the society. Nowadays banking industry itself along the developments in the economy and trade world is changing rapidly which can be solved by using human resources. Researches have been shown that banks increase their benefits like never before by increasing loyal and first class customers and creating effective satisfaction in customers. This will become a

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reality by investing in creating knowledge management and collaborative management due to the mediating role of organizational culture. So, banks in the current market, in order to achieve competitive advantages and providing efficient technology, service providing and services that customers have in mind, emphasis on knowledge management and collaborative management, are the best and most effective option for achieving this purpose. In the recent years, knowledge management has become a vital and important discussion subject in business texts. Both commercial and scientific communities believe that organizations with the knowledge power can maintain their long term advantages in the competitive fields. Organizations to use knowledge<sup>3</sup> must quickly create a balance in knowledge management activities (Keshavarz and Ramazani, 1389). Generally, such a balance requires making changes in organizational culture, techniques and technologies. (Bamfors, 1991) As a result, organizations prior knowledge proceedings must take a careful look at their organizational culture. Organizational culture is considered as a principal factor in the field of knowledge management. (Nickpor and Salajegheh, 1389). The ability to use information and technology and innovation management and processes capabilities in turn relies on the ability of latent learning within the organization. Transmission and knowledge creation requires organizational culture in which individuals and groups would want to collaborate with one another and towards their mutual interests, direct their knowledge with each other. Also, knowledge management in leading organizations helps create knowledge sharing culture among the employees and collaborative management and by converting human resources to structured intellectual assets creates value for the organization (Davenport and Prussia, 2009). Therefore, organizations must create an environment for sharing, transmitting and exchanging knowledge among members and train individuals conceptualizing their interactions.

Due to the increasing complexity and the rapid changes of organizational environment, creating a shared and systematic vision and though in the organization and also the establishment of collaborative management in the organization is felt, on the other hand, the effective implementation of a collaborative management style is done by the organizational culture. Organizational culture can provide a suitable platform for participation of individuals and creating collaborative management. As a result, according to the role of culture in relation to knowledge management and collaborative management<sup>4</sup>, by only reviewing and changing the culture and creating an organizational culture which is suitable and flexible, we can gradually change the pattern of behavior between individuals in the organization and take advantage of knowledge management and collaborative management as a competitive advantage. A research was conducted by Tesing in 2010 with the title, the relationship between organizational culture and converting knowledge to performance of the company. The results of the questionnaire analysis showed that the cultural democracy provides converting knowledge and increasing performance of corporate companies better than hierarchy and tribal cultures. If the organization would be able to foster a democracy culture, creating an environment in which workers can learn knowledge, feel comfortable, and have a chance to show

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<sup>3</sup> دانش

<sup>4</sup> مدیریت مشارکتی

talent and innovation will improve company's performance and increases company's value, will be easy.

Research by Ajmal and Hloder 2010 by the title Organizational culture and knowledge management: An empirical study in Finnish project-based companies was conducted. The purpose of this study is to present a practical source for understanding cultural works in project-based organizations in order to influence knowledge management actions. Findings obtained from data analysis is done by using statistical procedures. It seems that organizational culture has a considerable effect on knowledge management in project-based companies. The findings of this study was restricted to Finnish project-based companies.

The project management must fully focus on organizational culture effects in order to pressure on knowledge management actions in their projects. Research by Al-Alawi et al in 2007 as the organizational culture and knowledge sharing: A key success factor was conducted. Findings suggest that systems of trust, communications, information, rewards and organization structure is positively related to knowledge sharing in organizations. Research by Guan et al in 2006 as the impact of culture on knowledge management: a qualitative case study was conducted. This study reviews different cultural factors (Cooperation, mutual trust, leadership, incentives / rewards) by using multiple case study method within a critical realist research pattern and findings showed that these factors have an effect on knowledge management actions. This study also showed that cultural factors have an important role in facilitating knowledge management actions in these companies in Malaysia. Also, findings showed that cooperation, mutual trust, leadership, incentives / rewards have significant impact on the level of knowledge management performance. According to the findings of this study, it is suggested that authorities pay sufficient attention to cultural factors to make sure that knowledge management actions by Malaysian companies has been conducted efficiently. Research in 2006 by Cangas was conducted as assessing the relationship between organizational culture and continuous knowledge management initiatives. The purpose of this study is to review the relationship between varieties of organizational culture of electronic business in transportation industry. Analysis of quantitative data using collected questionnaires<sup>5</sup> and analysis of qualitative data from interviews, observations, and documents were conducted. Qualitative design requires three components of survey tool: Respondent demographic characteristics, organizational culture assessment tools, and evaluation of knowledge management. The competing value framework provides these insights into how an electronic business organization may improve creating value. The results obtained from this study may help identify whether knowledge management initiatives were beneficial and useful for an e- business organizations, or determining the type of specific organizational culture and implementing knowledge management initiatives. In a correct organizational culture, knowledge management may be an effective strategic initiative in the long run, increasing value and help the organization gain a competitive advantage. Research by Cangas in 2005 as evaluating the relationship between organizational culture and continuation of knowledge management in the transport industry was conducted. The purpose of evaluation is the relationship between

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<sup>5</sup> پرسشنامه

organizational culture and continuation of knowledge management in the transport industry. The findings of this study provided a strong and appropriate organizational culture in the field of implementing knowledge management strategy and lead to long term successes, improvement of fundamental values and accessing competitive advantage. A research was conducted by Nonaka in 2005. The research examines the impact of organizational culture on knowledge management in the Honda company. The results of this study indicate that a significant positive relationship between organizational culture and knowledge management, and it is not until organizational culture change that creation and direction of new knowledge would lead somewhere. Research by Nair and Zamadtily and Ozonkarsily in 2005 as A Cultural Perspective on Knowledge Management: The Sarkoysan's company success story was conducted. The purpose of this paper is to show that how knowledge management methods along with a unique company culture give this ability to Sarkoyisan Company to deal with the faced challenges and become a very successful company. To achieve this goal, different interviews with senior managers of this company were conducted. Findings show that effective knowledge management methods along with a unique company culture enable corporate companies to induce sustainable knowledge management culture. In spite of the fact that a wide range of literature about knowledge management and organizational culture and collaborative management exists, some studies about the relationship between knowledge management and organizational culture and collaborative management which has been performed in public organizations of Iran is minimal and so far no research has been conducted about this. The weakness in research about this discussion caused this implementation of this research and the question that arises here is that whether there is any relationship between knowledge management and collaborative management according to the mediating role of organizational culture in the organization in regard to demographic<sup>6</sup> variables?

Not much research in this area has been conducted. Researcher intends to study and review the relationship between knowledge management and collaborative management according to the mediating role of organizational culture based on field research.

Melli Bank as a public organization is responsible for the task of people's needed services and maintaining economic health and people's welfare for the benefit of the community. Knowledge management and collaborative management in a suitable organizational culture framework can in the present circumstances help to promote performance level and the success of this public organization<sup>7</sup> more and more. As a result, according to the importance of Melli Bank and its important role in the development of our country, and also specific research study about this in our country has not been done. This research can be an effective help in this field, as a result this research reviews the relationship between knowledge management and collaborative management according to the mediating role of organizational culture.

## Research Methodology

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<sup>6</sup> جمعیت شناختی

<sup>7</sup> سازمان

This study is a quantitative (survey studies). In this research, by using research tool (questionnaire) extracted sample from the population was analyzed and conceptual pattern of study was tested and as a result it was estimated that how much of the knowledge management, collaborative management variables is explained by demographic variables

### **The Population, Sample Size and Sampling Method:**

The research statistical population is all of the employees of Melli bank of Khorasan Razavi equal to 609 individuals. The sample of this research by using Cochran formula is equal to ..... individuals which were selected with stratified procedure in Melli Bank branches randomly based on the population's size within the categories.

### **Tools for Data Collection and Their Reliability and Validity**

In order to collect the desired data to test hypotheses and evaluate the comments, the standardized Robins's questionnaire of organizational culture and collaborative management questionnaire, Nonaka knowledge management questionnaire were used. Cronbach's alpha test was used to determine the reliability of the measurement tool. The reliability coefficient of Robbins Organizational Culture questionnaire was 0/89, reliability coefficient of collaborative management was obtained to be 86% and reliability coefficient of Nonaka knowledge management was confirmed to be 0/91. Therefore, the reliability of the questionnaires in the current study is acceptable.

### **1-1 Research Findings**

ANOVA test results one direction of collaborative management, knowledge management and organizational culture<sup>8</sup> in terms of age, Education, job experience is provided in the table below.

Table 1: Comparison of the mean scores based on gender

p	t	Men		Women		Item
		Standard Deviation	Mean	Standard Deviation	Mean	
0/001	-6/03	1/91	4/96	1/66	7/85	Knowledge Management
0/50	0/45	0/98	11/61	0/93	11/83	Collaborative Management
0/001	38/22	0/67	15/63	0/90	17/08	Organizational culture

<sup>8</sup> فرهنگ سازمانی

As you can see in table 1: the observed t in level has a significant relationship ( $p < 0.05$ ) in knowledge management ( $P=0.001$  and  $t=6.03$ ) and organizational culture ( $P=0.001$  and  $t=38.22$ ). This means that in knowledge management and organizational culture the mean score of women is higher. Therefore, the findings confirm current research's statistics.

Table 2: Comparison of the mean scores based on age

p	f	Above 50 years		41 to 50 years		31 to 40 years		Under 30 years		
		Standard Deviation	Mean	Standard Deviation	Mean	Standard Deviation	Mean	Standard Deviation	Mean	
0/51	0/66	-	-	2/26	5/53	2/25	5/79	1/15	4/33	Knowledge Management
0/67	0/39	-	-	1/45	11/53	0/82	11/66	0/00	12/00	Collaborative Management
0/05	3/80	-	-	-	-	0/40	16/20	1/13	15/73	Organizational culture

As you can observe in table 2: the observed f in ( $p < 0.05$ ) level does not have a significant relationship in none of the scores of knowledge management, collaborative management and organizational culture. Therefore in the finding, the statistic of research is rejected.

Table 3: Comparison of the mean scores<sup>9</sup> based on education

p	f	Master		Bachelor		College		Diploma and Under Diploma		
		Standard Deviation	Mean	Standard Deviation	Mean	Standard Deviation	Mean	Standard Deviation	Mean	
0/70	0/692	0/00	0/0016	1/16	0/9115	-	-	1/09	0/8015	Knowledge Management
0/70	0/690	-	-	0/71	0/8811	1/03	0/2511	1/42	0/2711	Collaborative Management
0/890	0/100	0/92	0/9315	0/00	0/16	1/16	0/9115	1/09	0/8015	Organizational culture

As you can observe in table 3: the observed f in ( $p < 0.05$ ) level does not have a significant relationship in none of the scores of knowledge management, collaborative management and organizational culture. Therefore in the finding, the statistic of research is rejected.

<sup>9</sup> میانگین نمرات

Table 4: Comparison of the mean scores based on job experience

p	f	20 years and older		11 to 20 years		6 to 10 years		Under 5 years		
		Standard Deviation	Mean							
0/001	/70 13	0/00	5/00	2/46	4/30	1/64	6/21	1/89	8/40	Knowledge Management
0/06	0/68	1/42	11/27	0/80	11/80	0/99	11/58	0/00	12/00	Collaborative Management
0/001	/06 16	0/67	15/68	0/53	17/57	0/98	16/16	0/00	15/00	Organizational culture

As you can see in table 4 : the observed f in ( $p < 0/05$ ) level has a significant relationship in knowledge management ( $P=0/001$  and  $t=13/70$ ) and organizational culture ( $P=0/001$  and  $t=16/06$ ). This means that in knowledge management, the mean score of less than 5 years is higher than the other groups and the mean score of organizational culture in 11 to 20 years is higher than the other groups. Therefore, the findings confirm current research's statistics<sup>10</sup>.

Table 5: Comparison of mean scores based on the type of job position

p	f	Chief		Assistant		Specialists		Employee		
		Standard Deviation	Mean							
/001 0	/45 52	-	-	-	-	1/50	3/20	1/81	6/44	Knowledge Management
0/26	1/27	-	-	-	-	0/55	/80 11	1/31	/50 11	Collaborative Management
/001 0	/20 12	1/00	/00 15	0/49	/62 15	1/15	/66 15	1/04	/73 16	Organizational culture

As you can see in table 5: the observed f in ( $p < 0/05$ ) level has a significant relationship in knowledge management ( $P=0/001$  and  $f=52/45$ ) and organizational culture ( $P=0/001$  and  $f=12/20$ ). This means that in knowledge management and organizational

<sup>10</sup> آمار

culture, the mean score of employees is higher than the score of professionals (specialists). Therefore, the findings confirm current research's statistics.

Table 6: Comparison of mean scores base on monthly income

p	f	Higher than 1 million		From 800 to 1 million		From 600 to 800		6 Million and less		
		Standard Deviation	Mean	Standard Deviation	Mean	Standard Deviation	Mean	Standard Deviation	Mean	
0/06	/52 2	2/45	/33 5	1/17	5/52	1/78	/08 7	.	8/00	Knowledge Management
0/001	/64 11	0/85	/96 11	0/53	11/85	0/00	/00 10	1/25	/25 11	Collaborative Management
0/001	/04 39	0/50	/57 15	0/69	15/60	0/51	/41 17	0/00	/00 15	Organizational culture

As you can see in table 6: the observed f in ( $p < 0/05$ ) level has a significant relationship in collaborative management ( $P=0/001$  and  $f=11/64$ ) and organizational culture ( $P=0/01$  and  $f=39/04$ ). This means that in collaborative management, the mean score of individuals who have an income higher than 1 million and in organizational culture, the mean score of employees with an income between 800 to 1 million is higher than the other groups. Therefore; the findings confirm current research's statistics.

## 2-Conclusion

The purpose of this research is to study the relationship between knowledge management and collaborative management according to the mediating role of cultural organization in Melli Bank of Khorasan Razavi. This research in terms of purpose is a practical study and in terms of type and nature is a descriptive- analytical study. The findings of this research showed that based on the gender variable there is a significant relationship between knowledge management and cultural organization. This means that in knowledge management and cultural organization, the mean score of women are higher than .... Based on the education and age variable f, it was observed that in neither knowledge management nor collaborative management and organizational culture there are no significant relationship. Based on career background variable f, it was observed that in organizational culture and management, there is a significant relationship. This means that in knowledge management, the mean score below 5 years is higher than the other groups and the mean score of organizational culture in 11 to 20 years is higher than the other groups. Based on job position variable observed in the ( $p < 0/05$ ) level, there is a significant relationship between knowledge management and organizational culture. This means that in knowledge management and organizational culture, the mean score of

employees is higher than the specialists. Based on Job income variable<sup>11</sup> f, it is observed that there is a significant relationship between collaborative management and organizational culture. This means that the mean score of individuals who have an income score of higher than one million in collaborative management and the mean score of individuals in organizational culture who have an income between 800 and one million are higher than the other groups. According to the research results that confirmed the existing relationship between knowledge management and collaborative management, due to the mediating role of organizational culture in Melli Bank of Khorasan Razavi, in this respect some suggestions are presented in regard to the improvement of collaborative management indexes in Melli Bank of Khorasan Razavi. These suggestions in the first phase are attributed to the knowledge management process of Melli Bank of Khorasan Razavi, because in spite of existing a significant positive relationship with collaborative management, improvement in knowledge management process leads to the improvement in collaborative management indexes. In this respect, processes, approaches and principals for extraction and development of knowledge must be codified. A program for hunting down and attracting brains and specialists as the organization's employees must be codified. In terms of improving the status of organizational knowledge, it is suggested that the knowledge production of other organizations and research centers is used. In terms of the improvement of knowledge management process, information and communication technology for knowledge sharing and distribution be used. Processes in terms of knowledge sharing in the organization should be provided. Mechanisms such as meetings, seminars and conferences for sharing knowledge are useful. Improving the culture of knowledge sharing is an essential step. Knowledge sharing culture is an environment where individuals are inclined to share knowledge without considering the organization's or the company's size. Organization's culture has a key role in the improvement of knowledge management effect in collaborative management. To improve the culture of sharing knowledge, a systematic program must be followed. These elements which must be considered by managers are useful only if the managers be inclined to reconstruct the knowledge culture of their organization. These factors include stimulating the need to share knowledge, promote trust level, preventing the accumulation of too much information, using the appropriate tool, reporting small bugs. When knowledge sharing is considered the norm for most organizations, staff should be ready to release relevant information based on a particular system. For this purpose, they must know how knowledge sharing in the past was the best way of performance<sup>12</sup> in the assisted organization by using case studies and reports, also they must be trained to work with knowledge sharing tool which is used in the company. Also, considering the reward when knowledge sharing is done can be helpful. One of the most vital elements of successful knowledge sharing culture is trust. Trust provides hospital staff an environment in order for them to share their knowledge and experiences easily and without concern with others. Also, paying attention to collaborative management indexes in the organization can be useful. Engaging managers to employees in enterprise decision-making, encouraging new and innovative ideas, clear expression of

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<sup>11</sup> متغیر

<sup>12</sup> عملکرد

organization's expectation from the employees, clear expression of organization's threats in planning and etc are among the ways leading to the improvement of sharing in an organization.

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