

The Relationship between Knowledge Management and Creativity among Employees of Ansar Bank in Golestan Province, Iran

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ABSTRACT: The aim of this study was to investigate the relationship between knowledge management and its dimensions with creativity among employees of Ansar bank in Golestan province, Iran. This research was correlation-descriptive. The statistical population of this study was all the employees of Ansar Bank in Golestan province, Iran, who were 116 individuals that among them 95 individuals were selected randomly based on Morgan table. Questionnaire was used to collect data. Regression and correlation were used for data analysis. The results showed that there was a significant relationship between knowledge management and all aspects of the financial creativity among the bank employees of Ansar bank in Golestan province, Iran.

Keywords: Knowledge Management, Creativity, Ansar Bank.

INTRODUCTION

Facing with the rapid changes of today's world, companies should maintain competitive advantages, adapt and update their knowledge (Rademakers, 2005). However, the previous studies have shown that knowledge management issues are complex. Some researchers had competitive advantages and others were associated with e-commerce (Afrazeh, 2005). Some were related to organizational learning and others were elated to organizational innovation (Darroch, 2005). Gold et al (2001) examined the issue of effective knowledge management from the perspective of organizational capabilities. This stated that the knowledge infrastructure of technology, structure and culture of process architecture and integration, conversion, utilization and protection, the necessary organizational capabilities or "preconditions" that are effective for knowledge management. These results provide the basis for understanding a company's competitive ability at the time of its entry into a knowledge management program.

Cui et al (2005) also stated that knowledge management capabilities were comprised of three interrelated processes: knowledge acquisition, knowledge, and applying knowledge. Knowledge is not only an important resource for a company, but also a major source of competitive advantage (Gold et al., 2001). Therefore, knowledge management capabilities in organizational knowledge management referred to the processes within the company expanded and used that knowledge (Gold et al., 2001). Youndt et al (1996) believed that those organizations are successful that can survive in a competitive world and are applied new ideas constantly in the organization. This is possible by managers and creative employees.

When business arrangements develop the creativity, rely on the knowledge, skills and commitment of the members in the process of value creation. It should be noted that creativity in the organization and utilizing the organizational capabilities to take advantage of new ideas requires knowledge and knowledge management in the organizations (Youndt, 1996). Nowadays, developments and changes in the modern world which the age of information and communication and change because of the instability and unpredictability of these changes, those countries, especially developing countries help them in order to increase productivity and progress they

acquire, by applying an opportunity to compete with other countries and this is not possible unless with the improvement, innovation and creativity in organizations. In the present era, those organizations are successful which have efficient coordination, in addition to developments in modern society and are able to control the changes and transformations in the future and to be able to anticipate these changes in order to create favorable developments to build a better future. As Toffler said, "Only by using innovative changes, we can guide future changes that can keep us safe from shock damage and achieve a more human and a better future" (Fathi-zadeh et al, 2011). Today, organizations postindustrial are knowledge based and their success and survive depend on creativity, innovation, diversity and innovation. Researchers of creativity in their research developed their view of the level of individual variables to the variables.

They found that the environment provide opportunities by addressing the constraints and prosperity, according to this argument, developing countries emphasize more on education and innovation in this direction in the selection of creative, involved innovative and forward-thinking, innovative approaches and creative offer special attention to complex issues. Creative organizations possess special characteristics. The most important feature of these organizations is their flexibility in dealing with crises that often result from economic competition. Creativity in organizations can improve the quantity and quality of services, reduce costs, avoid waste, reduce of bureaucracy, increasing competition, increasing efficiency and productivity, motivation and job satisfaction in the lead role of personnel manager in creativity, stimulation of employees, delegation of authority to staff to find creative minds and use the creativity of others (Liao and Wu, 2010). Knowledge management can improve the performance of successful programs. The performance of different aspects and positions should be evaluated and performance of the company with respect to competitors. In a comprehensive view of the performance of not only financial savings rather Eye should also consider the creation of value (Vazifeh-dust et al., 2014). This study seeks to answer the question whether there is a relationship between knowledge management and creativity among employees of Ansar Bank in Golestan province, Iran.

METHODOLOGY

The research method was correlation-descriptive in method. The statistical population of this study was all the employees of Ansar Bank in Golestan province, Iran, who were 116 individuals that among them, 95 individuals were selected randomly based on Morgan table. Knowledge management was the independent variable and the dependent variable was creativity. The study was performed on the stage after the presentation of introductory remarks on measuring, the purpose of the test and how to respond to tests was explained in detail for the participants. For the ethical considerations after obtaining the consent of the people and the necessary knowledge, they were assured that the information will be used only to this study and will be protected from any misuse.

Questionnaire was used to measure the variables. Questionnaire of this study consisted of demographic information of employees, knowledge management questions and Conrad Newman model in four dimensions: knowledge, application of knowledge, transfer of knowledge and maintenance of the 21 questions and Creative measure based on Torrance (1979) consists of four political dimension, flexibility, and initiative and were developed by 15 questions. The validity of the questionnaire was confirmed by professors and experts. For reliability, Cronbach's alpha was used. The coefficient was obtained 0.717 for creativity and 0.851 for knowledge management. Also, for knowledge creation was 0.75, for knowledge transfer was 0.603, for applying the knowledge was 0.645 and for maintenance was 0.713 which revealed that the reliability of the measurement tool was desirable. Regression and correlation were used for data analysis. In all analyzes, the significance level of $p < 0.05$ was considered.

RESULTS

Kolmogorov-Smirnov test showed the normal distribution of the data ($p > 0.05$). Pearson correlation was used to examine the relationship between the variables. The results are presented in Table 1. It can be seen that there was a positive and significant relationship between knowledge management and employees' creativity. There was a significant and positive relationship between knowledge and creativity of employees. There was a significant and positive relationship between transfer of knowledge and creativity of employees. There was a significant and positive relationship between application of knowledge and creativity of employees. There was also a significant and positive relationship between maintenance of knowledge and creativity of employees.

Table 1. The correlation between the variables.

	Knowledge management	Knowledge creation	Knowledge transfer	Application of knowledge	Maintenance of knowledge
Creativity	r 0.529	0.497	0.462	0.293	0.39
	p 0.00	0.00	0.00	0.00	0.00

Regression analysis of the dimensions of knowledge management and creativity of employees is provided in Table 2. It can be concluded that the variables of knowledge creation and maintenance of knowledge were significant in predicting financial performance at 99% confidence level ($p < 0.01$). Variables, application of knowledge and the transfer of knowledge to predict financial performance were not significant at the 99% confidence level ($p > 0.01$). The pillars' coefficients used to show the effects of these two variables on the dependent variable in the regression. So in this study, the regression equation was as follows:

$$y = 0.85 + 0.46x_1 + 0.47x_2$$

The results of the regression coefficients indicated that 46% of the variance of employees' creativity justifies the creation of knowledge. And 47% variable justifies the maintenance of these changes vary according to factors out that the maintenance of knowledge with respect to financial performance has the greatest impact on knowledge creation.

Table 2. Results of multivariate regression analysis.

Model	Non-standard Coefficients		Standardized coefficients	t	Sig.	Linear statistics	
	Beta coefficient	Standard error	Beta coefficient			Tolerance	VIF
Fixed	0.849	0.351		5.274	0.000		
Knowledge creation	0.459	0.104	0.463	3.990	0.001	0.470	2.126
Transfer of knowledge	0.461	0.087	0.476	3.862	0.002	0.633	1.580
Application of knowledge	0.049	0.087	0.056	0.561	0.576	0.779	1.284
Maintenance of knowledge	0.008	0.094	0.011	0.089	0.929	0.489	2.045

Dependent variable: creativity

DISCUSSION AND CONCLUSION

The aim of this study was to investigate the relationship between knowledge management and its dimensions with employees' creativity of Ansar bank's employees in Golestan Province, Iran. The results showed that there was a significant relationship between knowledge management and all aspects of the financial performance of Ansar bank's employees in Golestan Province, Iran. The results of this research were consistent with the finding of Khademabas-khiabani (2006), Sung and Choi (2012), Carolina and Angel (2011), Lee and Chu (2003). Khademabas-khiabani (2006) found the impact of knowledge management on creativity. Lee and Chu (2003) illustrated the positive relationship between knowledge management and creativity. In today's world of business, most of our work and activities are based on data. In these circumstances, organizations compete with each other based on their knowledge. Great source of this information can be provided through the knowledge and experience of human resources. In these circumstances, the better use of human resources and their knowledge and experience can be one of the success factors for organizations. If you are thinking of using existing knowledge in the organization, you will recognize that there are many resources available in the organization. Transfer experience and knowledge and the sharing of knowledge between employees of the organization are to create value for the organization. Knowledge is the real estate of an organization that operates on the principles of free market integration in sectors and emphasized its principles. In recent years, knowledge management has become a critical controversial issue in business. Scientific and business communities of both organizations

believed that the power of knowledge can maintain long advantages in the field of competition. Successful application of knowledge management can improve corporate performance. The performance of different aspects and positions should be evaluated and performance of the company with respect to competitors. In a comprehensive view of performance not only eye-financial perspective is considered but also the creation of value should be considered (Vazifeh-dust et al, 2014). Knowledge management is a new form of shared use of computers in the organization. Knowledge management is a process which helps organizations identify, select, organize and distribute important information and specialized knowledge and become part of the organizational memory, and will help generally without structure. The structuring of knowledge makes the process efficient for effective problem solving, dynamic learning, strategic planning and decision-making. Knowledge management is a systematic method focuses on identifying and extracting knowledge. Organizational creativity and assign the appropriate time to teach creative thinking a technique to personnel is a critical issue. For creativity and new products, management should create a sustainable balance among knowledge management, intelligent scientific commitment and performance of the technical tools. An appropriate combination of intelligent resources can help managers to better anticipate problems and conduct innovative efforts and contribute to more efficient knowledge management, while focusing on the organization's objectives are available.

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