

A Study of Employees with Varying Levels of Work Experience and Education about the Implementation of Knowledge Management at Bank Sepah Branches in Markazi Province

Abstract

This study aims to examine the attitudes of employees with varying work experience and education regarding knowledge management in the management of Bank Sepah branches in Markazi province. In terms of purpose, the present study is applied, while in terms of methodology, it is descriptive and correlational. The statistical population consists of Bank Sepah personnel and Markazi provincial managers. As the available sample technique, 186 bank workers were selected using a questionnaire to obtain the necessary data, which was then analyzed by SPSS software and descriptive and inferential statistics. Different educational groups have diverse perspectives on adopting knowledge management in the management of Bank Sepah branches in the province of Markazi, as revealed by the study's findings. Furthermore, people from various backgrounds do not hold opposing viewpoints on adopting knowledge management in the administration of Bank Sepah branches in Markazi province.

Keywords: Knowledge management, Employee work history, Employee education, Knowledge creation.

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Introduction

Knowledge is one of the organization's primary resources, and efficient knowledge management is one of the most significant challenges businesses confront. On the other hand, managers have taken into account that an organization's assets include not only financial and physical capital but also employee knowledge capital, which is more valuable than the other two. In other words, human resource management is an intricate component of knowledge management. Knowledge management in enterprises fosters a culture of employee knowledge exchange. According to Robbins, knowledge management encompasses how an organization manages its knowledge assets, such as collecting, storing, transferring, applying, updating, and creating knowledge. Graver and Madhaum describe knowledge management as the explicit and methodical management of critical knowledge and the activities connected with its development, organization, diffusion, use, and exploration. Newman felt that knowledge management is a collection of organizational phenomena, including the development, diffusion, and use of subjective and objective knowledge (Malekan, 2016, 3).

Collins et al. (2017) indicates in his research that knowledge management is crucial for businesses and organizations (Collins et al., 2017, 1). Knowledge management, which arose in the 1990s, holds a firm place in academia and the corporate sector today. Numerous companies and organizations worldwide create and apply knowledge management innovations based on knowledge management (Donat and de Pablo, 2014, 12). The knowledge management acquisition process is a method for acquiring knowledge. Various titles describe this process, including gaining, generating, and

acquiring a common ground, which is the collection of information (Elahi et al., 2014, 109).

Knowledge management is the process through which organizations can transform data into information and knowledge to successfully utilize it in their decision-making. Knowledge management is a collection of value-creating procedures that rely heavily on knowledge (Rezaei et al. 2014, 79-80). Due to the significance of knowledge in people's thinking, knowledge management systems facilitate the transmission of knowledge to all organizational arteries. In today's information-based economy, knowledge is regarded as a vital resource that must be administered similarly to material and human resources (Mousavi and Nohtani, 2015, 2).

In simple terms, knowledge management establishes a system that converts tacit information into explicit knowledge that can be conveyed to others. By exchanging knowledge between people and subsets of each organization, each person's knowledge increases, and new knowledge is formed by integrating one person's expertise with that of another (Malekan, 2016, 4). Accordingly, this study aims to analyze the perspectives of Bank Sepah branch managers in Markazi province on the implementation of knowledge management.

Theoretical Foundation

Knowledge Management

In simple terms, knowledge management establishes a system that converts tacit information into explicit knowledge that can be shared with others. By exchanging knowledge between people and subsets of each organization, such a structure increases the knowledge of each individual, and new knowledge is formed by merging the knowledge of two persons. In other words, knowledge management is a group's

capacity to utilize spiritual capital and collective knowledge to fulfill organizational objectives. Knowledge management is the process or action of gathering, capturing, sharing, and applying knowledge wherever feasible to improve organizational learning and performance, as well as the determination and extraction of knowledge from the vast ocean of information. Most influential organizations have discovered that their personnel skills and experience, not their physical and mechanical systems, determine their success. If they fail to enhance their workforce's scientific and professional level, they will almost surely be excluded from the global market (Malekan, 2016, 4).

Knowledge management is viewed as a process of knowledge creation, according to which the creation of knowledge always begins with the individual, such as a smart researcher whose insight eventually leads to a patent or a middle manager whose intuition about market trends can speed up the sale of a new product (Ezzati et al., 2016, 6).

In other words, knowledge creation is the orientation of the capacity to utilize innovation, technology, and their ongoing improvement. Acquiring and applying information are essential components of the learning culture in this context.

Applying Knowledge

The fourth step, which completes the fundamental process of the unified Knowledge management process, starts with the premise that information development is more achievable through the objective application of new knowledge. Knowledge management's ultimate objective is to use knowledge to enhance organizational performance. According to many experts, this is the most crucial phase in the Information management process since competitive advantage depends on having rich and knowledge-rich resources and applying such resources in organizational operations and choices (Hosseini, 2016, 16).

Organization and Storage

As the second needed feature of knowledge management, the capacity to store information orderly is developed, allowing for quick searches, employee access to information, and effective knowledge sharing. In this system, the required knowledge should be easily accessible to all users (Hosseini, 2016, 15).

Capturing knowledge is an essential knowledge management technique. During this process, the organization stores the

Table 1: Results of analysis of variance based on education

Variable	Test	Total sum of squares	Degrees of freedom	Mean square	F	Significance level
Knowledge Management Implementation	Between groups	4.844	3	1.615	7.435	0.000
	Within groups	39.526	182	0.217		
	Total	44.370	185			

learned and produced information or experiences from applying knowledge systematically and accurately (Ezzati et al., 2016, 7).

Knowledge Sharing

This approach aids in developing a collective spirit in which individuals feel linked and interdependent in their activities as partners pursuing common goals. Knowledge transfer is the third phase in the knowledge management process, in which an organization shares information among its members, fostering learning and creating new knowledge or understanding (Hosseini, 2016, 16).

Knowledge Transfer

Knowledge transfer enables employees to communicate and discuss information with internal and external groups through several methods (such as discussions, conferences, formal and informal networks, best practices, and databases). Its objective is to increase its use in internal knowledge transformation and integrated knowledge production. According to Darr and Kurtzberg, knowledge sharing involves receiving experience from others. Consequently, it is also known as "knowledge transfer," enhancing an organization's learning (Madhoshi and Jabbari, 2013, 86).

Research Methods

In terms of purpose, the current investigation is applied, while in terms of methodology, it is descriptive and correlational. The statistical population was Bank Sepah employees and managers in Markazi province, and 186 employees were chosen as a sample using the available sampling technique. The needed information was obtained via a questionnaire and analyzed using descriptive and inferential statistics by SPSS software.

Findings

The data suggest that 11.3% of the sample size is under 30 years old, 45.7% are between 30 and 40 years old, 31.7% are between 40 and 50 years old, and 11.3% are beyond 50 years old. Of these, 14.5% have a diploma, 29.6% have an associate degree, 41.4% have a bachelor's degree, and 14.5% have a master's degree or above. Results indicate that 4.3% have a history of fewer than five years, 29.6% have a history of between five and ten years, 37.6% have a history of between ten and fifteen years, and 28.5% have a history of more than 15 years.

According to Table 1, the significance level for the variable Knowledge management implementation is (000.0), which is more than the error level of 0.05. Based on this point, it can be

inferred that different educational groups have varied perspectives on adopting knowledge management in the Bank Sepah branches in the Markazi province.

Table 2 - Tukey's test results

Education	Education (comparison)	Significance level	Lower limit	Upper limit
Diploma and less	Associate Degree	1.000	-0.2916	0.2763
	Bachelor's degree	0.267	-0.4601	0.0804
	Masters degree and higher	0.001	-0.8122	-0.1545
Associate Degree	Diploma and less	1.000	-0.2763	0.2916
	Bachelor's degree	0.123	-0.3955	0.0311
	Masters degree and higher	0.000	-0.7596	-0.1917
Bachelor's degree	Diploma and less	0.267	-0.0804	0.4601
	Associate Degree	0.123	-0.0311	0.3955
	Masters degree and higher	0.027	-0.5637	-0.0232
Masters' degree and higher	Diploma	0.001	0.1545	0.8122
	Associate Degree	0.000	0.1917	0.7596
	Bachelor's degree	0.027	0.0232	0.5637

According to Table 2, the findings of Tukey's test, Bank Sepah Central Province has a stronger preparedness for knowledge management implementation among persons with a master's

degree or higher than the other three categories (diploma, master's degree, and bachelor's degree).

Table 3 - Results of analysis of variance based on work experience

Variable	Test	Total sum of squares	Degrees of freedom	Mean square	F	Significance level
Knowledge Management Implementation	Between groups	0.922	3	0.307	1.287	0.280
	Within groups	43.449	182	0.239		
	Total	44.370	185			

According to Table 3, the significance level for the knowledge management implementation variable is (0.280), above the error level of (0.05). Consequently, people from diverse backgrounds do not have divergent opinions regarding implementing knowledge management in the administration of Bank Sepah branches in Markazi province.

Conclusion

Varied educational groups have different perspectives on the knowledge management implementation in the management of Bank Sepah branches in the province of Markazi. Perhaps educated individuals work harder on knowledge management implementation because they can better deal with new technologies and procedures due to their education level. They are more receptive to new procedures and technology than their less-educated counterparts; therefore, personnel with a higher level of education are constantly more engaged with these

developments because it simplifies the service process and enables staff to accomplish jobs more efficiently and improve their performance.

Furthermore, people from various backgrounds do not have opposing viewpoints on knowledge management implementation in the administration of Bank Sepah branches in Markazi province. Employees with experience have a unified picture of their effect on other employees since they have been with the bank for a longer time and can influence their colleagues through informal systems. It is one of the reasons why knowledge management implementation makes no distinction between people from various backgrounds.

It is advised that more flexible, decentralized, and slightly formal structures are used to encourage employee engagement and freedom of action. Consequently, staff feel more at ease and unified in accepting the new structure's modifications.

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Conflict of interest

None.

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Ethics statement

None

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