The study of relationship between knowledge management settelement and staff empowerment in Tejarat Bank

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ABSTRACT

It is no doubt that present century is a time to face organization with knowledge revolution phenomena. Present organization can guarantee these long permanence by knowledge optimum management in comparative atmosphere and anticipate bright future for staff and themselves. In other hand, it is undeniable the change of attitude to human labor from stable expense to extendable investment and move to develop and empowerment of valuable investment and change motionless staff to active one. According to the research, library method was used to find association between empowerment, knowledge management in Tejarat Bank in Tehran. Management method and two questionnaires were used in this applied research which include Marshell knowledge management questionnaire and Mishra empowerment questionnaire which were validated by Kronbakh $\alpha_0.82$, 0.85. Statistical population includes 5998 people. 631 people of them were studied as sample by Kokran formula. Spearman, Fridman tested was used after proving that data were abnor in analyzing data. Obtained results showed that there is a relationship between two variables in this research.

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Introduction

Although human labor is the most valuable factor and important resource and main comparative priority to essential capabilities in organization, to make efficient staff is one of the most effective way to research comparative priority in present condition (Chen, Jin, 2010). It is important to note that human labour empowerment can’t obtain only by technical and professional teaching. Then It must be done by different ways. It has done by strategic programs in human resources management. The solidarity of human resources development programs need to develop staff empowerment programs. Human resources management has important role in solidarity and composing programs to provide suitable pattern in staff empowerment. Present organizations has changed as compared with last organizations. Nowadays, knowledge of organization has changed organization appearance as a undeniable priority. The number of staff and the size of building don’t guarantee organization successful. Knowledge management and its apply have become important challenge to be successful in organization (Akhterov, A., 2010). It needs perquisites.

It is important to notice that we can’t guarantee organization successful without powerful staff who want can have effective role in knowledge management settlement. As a result, staff empowerment is very important in organization, especially Tejarat bank as a key organization in economic and financial transactions in Iran. Nowadays, Tejarat bank confronts with great difficulties to optimum use and organization knowledge management. Staff disability to harmonize with the phenomena, these un engagement and un-sufficient manager support caused that knowledge management settlement don’t success in this bank. There is a question, Is these relationship between knowledge management settlement and staff empowerment? If there is such relationship, how is this relationship?

2- Research literature:

2-1 Theoretical Basis of research:

Although, knowledge management is one of modern science to develop and improve in organization, but researchers has focused on it in organization management due to its strategic nature. There are some definitions which we refer to below definition:

Mackintosh (1997), argue that knowledge management is analyze of available and necessary knowledge to design and control knowledge resources development to reach organization goals.
Malhotra (1998) argue that knowledge management is a process by which organization to earn skill in coding, distribution and transmission knowledge (Dalkir, K., 2005). Nowadays, organization comparative situation and atmosphere has become more complex. It changes fast such as organization can’t adapt with it. Continued knowledge changes have created unstable condition for organization. Permanent knowledge process has change markets which cause continued changes in organization (Davenport, T., L. Prusak, 1998). Some scientists argued about knowledge management aspects, Marshal and et al introduced an applied and perfect Model in 2004.

Nowadays, managers have special notice to staff as valuable organization investment. It is no debt, knowledge management; powerful staffs are considered the most important comparative priority in present organization.

According to above sentences, staff empowerment is the first step in training effective power to move toward strategic goals of organization. So far some definitions were provided for improvement. We study some of them. Improvement is a process by which personal, team capability or influence was developed to reach function improvement (Chou, S., 2005). In other hand, improvement is away to develop and promote organization (Davenport, T., L. Prusak, 1999). Empowerment is one of effective techniques to increase staff productivity and optimum use of personal and team capability to reach organization goals (Akhterov, A., 2010). The use of traditional management methods don’t result in innovation in staff, increase the volume of labor and limit them. Unlimited freedom result in confusion in affairs. Each of them causes undesirable use from material or moral resources in organization.

Empowerment is one of the promising business concepts which have little attention, but it become important challenge now. Despite of abundant discussions about empowerment process, its explosion is very little. Although empowerment cause managers use from knowledge and skills of staff in organization, but organization but few managers recognize empowerment process (Constance Combell, R., 2002).

Voten and Kameron argue that empowerment refers to given power. It helps people to self-confidence and to prevail over their disabilities (Ryan, M.R., E.L. Deci, 2000). Tomas and Volthos (1990) recognize psychological empowerment as a inner motivation factor which reflects staff active role in organization. They distinct management methods and organization factors and staff perceptions about empowerment. By stressing on multi aspects including meaningfulness feeling, merit feeling, having decision right and effectiveness feeling. Voten and Kameron (1998) added belief feeling to them base on Mishra research (1992). As a result staff psychological empowerment in considered in 5 aspects: merit feeling, effectiveness feeling, meaningfulness feeling, autonomy feeling and belief feeling.

2-2 The history of research:

Ahvanvand and et al (2009) have done a research about association of organization culture, organization structure, methods and efficiency of organization base on knowledge management role of knowledge management between organization culture organization structure and organization efficiency.

Results show that knowledge management has a meaningful and positive on organization aspects link.

Mak kin and zek research (2005): the research has done as “knowledge management effect on organization function” by Mak kin in Commerce University in Kuvin- Canada and zek in commerce Management College in North steeren- USA. The research was about knowledge management effect on organization function in 19 private organizations in Canada. The question has been how knowledge management do effect on organization function. Questionnaire was used to collect information in research. Data were analyse by lizler software. Results showed that there is a relationship among knowledge management, organization function and financial function.

2-3- The model of research:

- Measurement
- Present
- Distribution
- Apply
- Transfer

Knowledge management


Effectiveness

Autonomy

Merit

Meaningfulness

Belief to others

empowerment

Mishra (1992)
3- Research:

The research is applied field research was used. It is descriptive-comparative research due to its nature and related hypothesis. Available conditions are analysed and solutions are provided. It is correlation research because hypothesis and analytic model has been base on relationship between variables.

3-1- Statistical population and sample bulk:

Statistical population include all actual or supposed members which can generalize their results. Statistical population refer to all people or things on which research has done and have a common adjective. According to kokran formula, from 5988 staff of Tejarat Bank in Tehran, 361 people consider as sample. It is noteworthy that accidental sampling has used in sampling part base on statistical population similarity.

Statistical population N= 5988
The possibility of common adjective P= 0.5
Unpossibility q= 0.5
Confidence level z= 1.96
Accepted error d= 0.05

\[ n = \frac{N\alpha^2pq}{N\alpha^2 + t^2pq} = \frac{5988 \times (1.96)^2 \times 0.5 \times 0.5}{5988 \times (0.05)^2 \times (1.96)^2 \times 0.5 \times 0.5} = 361 \]

3-2- Collection method and data analyse:

Data collection tool is z standard questionnaires. One of them is Mishra staff empovermant questionnaire which include 34 questions and other is Marshal Knowledge management questionnaire which include 45 questions. Library research and document collection were used to obtain information. Descriptive-deductive statics were used. Deductive statics was used to organize, ranking or raw value and describe sampe sizes. Kolomogroph smearnof tests and spearman ranking test were used in deductive statics.

3-3- Validity and reliability of data collection tools:

Knowledge management questionnaire has been standard. It is used from world valid questionnaires which Dr. Moghimi and Ramezan have translated and distributed. These were studied and reviewed by some experts completely. Their attitude were considered and questionnaires were confirmed by advisor, tutors. As a result, data collection tools are valid and reliable in this research. Kronbank Technique was used to measure reliability of questionnaires. It was 0.85, 0.82 for knowledge management questionnaire and staff empowerment questionnaire, respectively. Questionnaires reliability are confirmed due to their Kronbakh a which is more than 0.7.

Table 1: Knowledge management questionnaire test.

<table>
<thead>
<tr>
<th>The number of questions</th>
<th>Kronbakh</th>
</tr>
</thead>
<tbody>
<tr>
<td>25</td>
<td>0.84</td>
</tr>
</tbody>
</table>

Table 2: Empowerment questionnaire reliability test.

<table>
<thead>
<tr>
<th>The number of questions</th>
<th>Kronbakh α</th>
</tr>
</thead>
<tbody>
<tr>
<td>20</td>
<td>0.84</td>
</tr>
</tbody>
</table>

4- Result, discussion:

4-1- Measurment of data distribution normality:

Zero hypothesis which is based on normal data has not confirmed according to this fact that discussion criteria in all variables is lower than 0.05. (table 3).

Spearman test was used because each of variable distributed abnormally in hypothesis by considering goals in test.

4-2 Real hypothesis test:

There is a meaningful relationship between knowledge management settlement and staff empowerment in Tejarat bank.

\[ H_0: \text{There is a meaningful relationship between knowledge management settlement and staff empowerment.} \]

\[ H_1: \text{There is a meaningful relationship between knowledge management settlement and staff empowerment.} \]

As mentioned above, Spearman correlation coefficient was used to study the hypothesis. It was \( r = 0.830 \) and shows that there is a positive and there is a meaningful relationship between knowledge management settlement and staff empowerment in Tejarat Bank in level \( p < 0.01 \). Zero hypothesis is not confirmed.

Then we can say that if knowledge management level is large, empowerment level will increase by 99%. Correlation 0.830 refers to high positive relationship. (Table 4)
Table 3: Measurement of data normality.

<table>
<thead>
<tr>
<th>Variable</th>
<th>$z$</th>
<th>Significance level</th>
<th>result</th>
</tr>
</thead>
<tbody>
<tr>
<td>$H_0$: Employment variable data are distributed normally.</td>
<td>1.57</td>
<td>0.000</td>
<td>Reject the null hypothesis</td>
</tr>
<tr>
<td>$H_1$: Employment variable data aren’t distributed normally.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>$H_0$: Knowledge creation variable data are distributed normally.</td>
<td>1.70</td>
<td>0.003</td>
<td>Reject the null hypothesis</td>
</tr>
<tr>
<td>$H_1$: Knowledge creation variable data aren’t distributed normally.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>$H_0$: Knowledge measurement variable data are distributed normally.</td>
<td>1.66</td>
<td>0.000</td>
<td>Reject the null hypothesis</td>
</tr>
<tr>
<td>$H_1$: Knowledge measurement variable data aren’t distributed normally.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>$H_0$: Knowledge present variable data are distributed normally.</td>
<td>1.51</td>
<td>0.003</td>
<td>Reject the null hypothesis</td>
</tr>
<tr>
<td>$H_1$: Knowledge present variable data aren’t distributed normally.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>$H_0$: Knowledge distribution variable data are distributed normally.</td>
<td>0.78</td>
<td>0.000</td>
<td></td>
</tr>
<tr>
<td>$H_1$: Knowledge distribution variable data aren’t distributed normally.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>$H_0$: Knowledge apply data are distributed normally.</td>
<td>1.70</td>
<td>0.000</td>
<td>Reject the null hypothesis</td>
</tr>
<tr>
<td>$H_1$: Knowledge apply data aren’t distributed normally.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>$H_0$: Knowledge transfer data are distributed normally.</td>
<td>1.69</td>
<td>0.002</td>
<td>Reject the null hypothesis</td>
</tr>
<tr>
<td>$H_1$: Knowledge transfer data aren’t distributed normally.</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Table 4: (correlation between knowledge management and empowerment).

<table>
<thead>
<tr>
<th>criteria variables</th>
<th>Correlation type</th>
<th>Correlation level</th>
<th>Correlation direction</th>
</tr>
</thead>
<tbody>
<tr>
<td>Knowledge management and empowerment</td>
<td>Spearman</td>
<td>0.830</td>
<td>Positive</td>
</tr>
</tbody>
</table>

4.3- Real hypothesis test:

As it is shown, Spearman correlation coefficient was used to study the hypothesis. Spearman correlation coefficient show that there is a positive and meaningful relationship between knowledge management and staff empowerment in level $p < 0.01$ in Tejarat Bank in Tehran, Zero hypothesis isn’t confirmed. Then we can say that if the rate of knowledge management aspects is large, empowerment will increase in organization by 99%. (Table 5).

Table 5: (correlation between knowledge management aspects and empowerment).

<table>
<thead>
<tr>
<th>criteria variables</th>
<th>Correlation type</th>
<th>Correlation level</th>
<th>Correlation direction</th>
</tr>
</thead>
<tbody>
<tr>
<td>Knowledge creation and empowerment</td>
<td>Spearman</td>
<td>0.600**</td>
<td>Positive</td>
</tr>
<tr>
<td>Knowledge measurement and empowerment</td>
<td>Spearman</td>
<td>0.844**</td>
<td>Positive</td>
</tr>
<tr>
<td>Knowledge present and empowerment</td>
<td>Spearman</td>
<td>0.567**</td>
<td>Positive</td>
</tr>
<tr>
<td>Knowledge transfer and empowerment</td>
<td>Spearman</td>
<td>0.412**</td>
<td>Positive</td>
</tr>
<tr>
<td>Knowledge distribution and empowerment</td>
<td>Spearman</td>
<td>0.412**</td>
<td>Positive</td>
</tr>
</tbody>
</table>

5. Results and suggestions:

According to high correlation coefficient, all research hypothesis are confirmed. (Table 6).

According to hypothesis result, below points are proposed:
1- Tejarat Bank which is in strong comparative atmosphere must appropriate reasonable risks and persuade creativity in staff.
2- Tejarat Bank can create new ideas and methods by thinking room design
3- It can create group thinking and ideas by thinking alike base on cooperative management.
4- It can measure staff skills and knowledge periodically and design suitable, related instruction courses.
5- It can search advantage, disadvantage in strategic management by analysing functions and strategic management techniques.
6- It can provide functional courses and relationship with more customers and opportunity to engage staff. They become more powerful than before to reach organization goals because it is a financial bank.
7- It can distributed organization knowledge relative to people duties, such that clients honor principles are provided to staff who have direct relationship with customers and marketing course to marketing staff.  
8- It must stress on technical and practicable learning despite of knowledge distribution by instruction.  
9- Research unit in this Bank must search problems which Bank encounter with them to scientific researcher and students as research project from as a result they find solution to solve problems and improve Tejarat Bank.  
10- It must use from powerful staff experiences and provide texts and teaching, applied pamphlets to new staff empowerment.  
11- It can instruct available knowledge organization to other staff by coaching method, recognize modern patterns of banking base on scientific patterning principle such as cooperative banking and banking in false atmosphere and transfer it to its organization.  
12- It can facilitate optimum knowledge transferring to today comparative atmosphere by staff empowerment and skills instruction and development.

Table 6: (The results of hypothesis study).

<table>
<thead>
<tr>
<th>Variable</th>
<th>Hypothesis</th>
<th>Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>Knowledge management and empowerment</td>
<td>There is meaningful relationship between knowledge management settlement and staff empowerment</td>
<td>Confirmed</td>
</tr>
<tr>
<td>Knowledge creation and empowerment</td>
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<tr>
<td>Knowledge distribution and empowerment</td>
<td>There is meaningful relationship between knowledge distribution and empowerment</td>
<td>Confirmed</td>
</tr>
<tr>
<td>Knowledge apply and empowerment</td>
<td>There is meaningful relationship between knowledge apply and empowerment</td>
<td>Confirmed</td>
</tr>
<tr>
<td>Knowledge transfer and empowerment</td>
<td>There is meaningful relationship between knowledge apply and empowerment</td>
<td>Confirmed</td>
</tr>
</tbody>
</table>

References


Balthazard, Pierre et al., 2004. "Organizational culture and knowledge management success: assessing the behavior continuum ". Intentional conference on system sciences, Hawaii.


