Explaining the relationship between knowledge management and human resource performance in staffs and branches of Gorgan’s Refah Bank

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ABSTRACT

This research performed in order to study the relation of knowledge management and human source function in branches of Gorgan’s Refah Bank. Statistic society was 380 personals of branches of Refah Bank in Gorgan during 2012-2013. 9 branches were selected by random cluster sampling method between branches of Gorgan’s Refah Bank and 187 personnel were selected as sample group for research. Tools which used in this research are included Fong choi (2009) Knowledge Management inventory and Job performance questionnaire (Stephen E. Condrey) with Cronbach's alpha coefficient 0.87. Analyses of results were performed by the use of statistic test of Pearson and Spearman Correlation coefficient. Results of statistic analysis showed that there is a significant relation between knowledge management and human resources function by 99 percent confidence. Regarding research results and its components (gaining and producing knowledge, applying knowledge, storing knowledge, and knowledge sharing and knowledge development) improved human resource function.

INTRODUCTION

Governmental and non-governmental organizations and the environment in which these organizations operate have heavily altered. Organizations are obligated to revise their structure in order to adapt to changing and highly competitive environment and they need to show even more flexibility against changes in the environment than before and must manage their knowledge capital. They must control their circle of knowledge (knowledge of publication production process) effectively and support more effective of social processes that are leading to the creation of knowledge [20]. Knowledge has become as a critical factor in determining the competitiveness and policy makers must be equipped with the new procedures and new tools in complex and high-speed global communications [1]. Nowadays, organizations consider strategic knowledge as the most valuable resource and they are sure that in order to remain competitive and improve organizational performance; they should manage their intellectual resources and capabilities [14]. Therefore all organizations, regardless of size, associated most organizational processes with simple and basic activities of knowledge management. Thus, if we want to find most important factor for the success of any enterprise knowledge management in order to create a competitive advantage, undoubtedly, our sights will attract the people who worked at the organization [3]. Therefore, knowledge management, apart from the creation of organizational knowledge also contributes to the development of human capital and since human capital component is the unique resources that are valuable, rare and inimitable, it has important role than physical or financial capital, the improvement in the competitive arena.

In the present study, we attempt to answer this question that is there any relationship between knowledge management and its components with the staff there or not?

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Significance of the Research:

Today, in terms of domestic and international position of the Islamic Republic of Iran, the need for change in the country’s banking system is more tangible than any other time. It is necessary regarding that the role of a competent and efficient banking system is the realization of development programs as one of the core development programs [2]. On the other hand, in the Fourth Development and Vision Twenty-year program, the priority is knowledge oriented toward knowledge-based economy for Iran 2025 to become the first country of the region’s economic, social and cultural rights in Middle East. The realization of these aspirations change, provided that the state of knowledge in organizations as knowledge-based organizations are examined [22].

Today, in era of rapid development of science and technology organizations landscape of organizations is changing overall, managers and employees have the knowledge, information, techniques, principles and instructional strategies alone is not sufficient, rather, organizing, implementing and using enterprise environments during and timely information is essential [19]. The more scientific terms, knowledge management and learning can be account as software movement and produce knowledge in information century, managing that start organization, retrieval, transfer and diffusion of knowledge, apply intellectual capital of workers with create will and create cycle of knowledge that constitutes organizational learning, speed in community [18].

Research Literature:

In this era, because knowledge is the most important principle for productivity, economic competition and development of human resources and capital of the most important tools for achieving the goals of political and economic purposes, state devote high priority to education and training in the field of human resources [4]. To use knowledge management system, you must first fully understand the nature and status of knowledge and knowledge management in it.

Definition of Knowledge:

Haber (1991, 1101) and Nonaka have been defined Knowledge as the belief that the decision to increase the potential effectiveness of these phenomena will lead to effective actions. -Davenport, T. and Prusak L (2000, 28) present knowledge as a flexible and changeable complex of practice, values and significant information that present a framework for evaluating and analysis information and new experiences. Blackler (1995, 1022) also has defined subject of a multi-layered, complex, dynamic abstract definition is inherent in the human mind.

Kinds of knowledge:

It’s originally believed that knowledge in any level can be appearing in two forms potentially:

• Explicit knowledge
• Tacit knowledge

It’s a knowledge that is observing and can be state formal and in systematic language. This knowledge is dependent from staffs and is exist in computer data systems, books and organizational real’s and has encoding ability and saying by speaking, it is a form of knowledge that can transfer easily from a skilful to another by oral or written connections.

Importance of Explicit knowledge was emphasized for the first time by Michael Polani in 1948. It an abstract knowledge and achieve it isn’t easy, its source and content is hidden in mind. This can be achieved by experience and practical learning and in fact it is unwritten knowledge of organization. The phrase “human know more than he knows” or “the last technique” refer to hidden knowledge. Deep knowledge is in unconscious mind of human, so describe it is difficult for others. Usually special persons can explicit it.

In the contrary of Explicit knowledge is tacit knowledge that has encoding ability and saying by speaking. Since, this knowledge easily connects with others by speaking. Stated encoding can be in words, numbers or symbols form. North (1999) believes that different of a success organization and an unsuccessful organization is due to different of transferable knowledge or explicit and tacit knowledge. Explicit knowledge can’t be research by computer, although Explicit knowledge and knowledge tacit are two sides of a coin, explicit knowledge is necessary for doing jobs and activities and it is related to people and their inner, tacit knowledge of organization isn’t dependent to people, but it grows by explicit knowledge. Explicit knowledge and tacit knowledge are each other’s complementary and in fact we can say tacit knowledge throw out from explicit knowledge and it needs to its mothers (support for being useable (ibid 70)).

Knowledge management:

In knowledge management (1998) dictionary it has defined as: knowledge management is systematic presses of searching, select, organized, refining and showing information. As staffs understand be correct and better in a special case and organization get better understand of its experiences. Knowledge management processes help to organization in solving issue, dynamic learning and strategic planning, making decision and protect intelligence assets of depreciation and corruption and led to increasing flexibility and intelligence of
Knowledge management is an organized and arranged processes, create and distribution of data, select, abstract and development explicit and tactic knowledge for creating unique value that organization can use of it as one of new scientific achievements for gaining competitive benefit in market. Knowledge management is one of tools against now organization issues and an important matter that is related to the most important asset of organization, mind asset [10]. Hales knows knowledge management a process that organization can change data to information and information to data and they also can use of gained knowledge in their decision [15].

Haines (2001) knows knowledge management a process that has four elements: content, skill, culture. Content is related to type of knowledge (explicit, tactic). Skill is related to representing achieving to skills for extraction knowledge. Culture is representative of this matter that organization must be encourager of distribution of knowledge and data and organization refer to arrange of knowledge.

Knowledge management a process of discover, gain, development and create, share, keep, analysis and applying suitable knowledge in suitable time by suitable persons in organization that it will done by creating tie of human source, IT and connections and creating suitable formation for gaining organizational goals [6].

**Principles of knowledge management:**

- Knowledge is root of persons mind and is in people’s mind.
- Share and applying knowledge isn’t inherent and needs enough trend and truth.
- Knowledge management has tight connection with organization culture (a culture that knowledge is important for it and arise staffs to gain and distribution knowledge).
- Share of knowledge should encourage and give reward to it.
- Technology makes available new knowledge behaviors (Practices for creating business and technology, promotion and transfer of knowledge).
- Knowledge management does not mean using information technology alone; all the necessary knowledge can’t be transferred by technology.
- Support the management and allocation of resources is essential for knowledge management. In other words, knowledge management requires investment. This investment is spent in recruitment path, training and motivation of employees and beyond the barriers of knowledge exchange.
- Knowledge management requires knowledge managers. Managers who recognize occult knowledge of staff for and appreciate value and explicit validity of knowledge and transform it to transform others.

**Evaluation models for knowledge management:**

Many models have been proposed for Knowledge Management, but one of the current methods for knowledge management perspective is view of the process:

1- **Boisot Model:**

In this model, the relationship between data, information and knowledge can be traced. This model has been presented by Max Boisot. Boisot is believed that how our mental models react to data and information and by attention to different knowledge we have had various mental models [7]

![Diagram of Boisot Model](image)

**Fig. 1: Boisot Model [7]**

2- **KMAT model:**

KMAT is a tool for analysis knowledge management in organizations that have been developed by American Productivity and Quality Center and Arthur Andersen in 1995 to help organizations evaluate their own knowledge management. These models enable all activities of KM and put together a dynamic system and explain that how organizations can analysis their function in any 24 acts and compare with other organizations. This tool and its development center make it possible to organization after evaluating their organizational
knowledge management; compare it to results of hundreds of organizations that their data is available in this center.

3-Steve Hales model:
- This model has a strong emphasis on knowledge processes:
  - Search for new knowledge: Knowledge management must seek new areas of science. This area can be within the organization or outside it.
  - Create knowledge through learning: the learning organization is one of the key aspects of knowledge management and have great importance in this model.
  - Knowledge storage: If there is no mechanism suitable for the maintenance of a large part of it will be lost over.
  - Distribution: The successful implementation of this strategy largely depends on the culture of an organization. If the distribution of knowledge is not emphasized in a culture of knowledge management efforts will fail.
  - Elimination of waste: this strategy is to eliminate the knowledge and old and destructive attitudes.
  - Utilize: knowledge itself is valuable, it will be used when be used [7].

![Fig. 2: Steve Hales Model [7]](image)

4-Nonaka Model:
- Nonaka present a dynamic model for knowledge management about creation and transfer knowledge that can be seen in below diagram:

![Fig. 3: Nonaka Model [7]](image)

Three elements of this model are as follows:
- SECI element of this part emphasizes on creation knowledge through interaction between hidden knowledge and explicit knowledge and highlights four processes:
Human resource performance:

In banks and financial institutions, more services will be provided by Human Resources and Resource Mobilization at the level of international standards requires skilled and trained personnel. On the technical staff must have the ability to use new technology and professional jobs? In humanitarian aspect workers must be able to interact and communicate with customers in the best way and the perception of the personnel to identify, analyze and solve customer problems [8].

So labor must constantly train to show better performance. Teaching productivity power increase labor and leads to more and valuable goods and services at a specified time. Therefore, the cost of education “is defined as “investment in human capital”. Overall operating performance enhances learning in three ways:

A) Educated people at the same time do more work and effort has a higher value.
B) Educated people can special resources in better condition and thus increase product function.
C) Educated people equal, capable of inventions and innovations that make this performance will increase rapidly.

Improving human resources:

Human resources performance is due to a combination of factors described below:
1. Understanding between employer and employee.
   By creating a system of periodic consultations between the employer and employee contributions can be created. By providing an understanding of the common problems can be easily solved.
2. Worker’s job motivation
   Used program is laid on correct use of intelligence, experience and motivated human resources. Improved incentive systems and personnel training programs—educational have close relation. This can be done by encouraging employees to participate in programs to improve operations, increase performance improvement activities and troubleshoot employment regulations.
3. Education and training staffs
   Technology improvement needs to enhance technical knowledge level of worker. Often change of structure of an organization new elections are inevitable. In these cases, a single service or product can not dismiss their older employees through training and technical back but their ability to re-study employee and the organization for the long term increase. In this process the vital importance.
4. Appropriate personnel system
   Very important principle here is to create job security for workers, qualified and efficient manpower greatest asset is the workforce was working in a service or product cannot be replaced to quickly and easily.
5. Organizational structure and efficient systems
   Organization of personnel and the adequacy of a service unit, the effective yield are produced in the present work, an appropriate response to the external environment and streamline decision-making in the field of services.
6. Need to reform the working environment
   According to ergonomics or human factors engineering design work that is related to the relationship between man and machine should make appropriate proposals with regard to safety, health and the Light may be executed to enable employees to work without problems in it.
7. Appropriate management strategies
   An important issue in the improvement of production technology, production and long-term investments needed to achieve these long-term objective standards in evaluating system efficiency activities of production units, the service sector and the management of the executive branch.
8. Good use of resources
   Appropriate energy (top fuel), storage efficiency, use the maximum capacity of the production unit, avoid problems, use of superior technology and skilled human resources, undoubtedly grain yield desirable effects it engenders.
9. Research and Development

A critical factor in increasing function for economic continued growth of a commercial firm is research and development advance. Now and in the future development of economic entities will be the subject of develop the technology, particularly in electronics, telecommunications, biotechnology and new materials [22].

Fig. 4: research intelligible Model

Research hypotheses:

Main hypothesis
Relation of knowledge management and function of Gorgan Refah Bank’s staffs is direct and significant.

Sub hypotheses
1. Relation of gain and create knowledge and function of Gorgan Refah Bank branches’ staffs is direct and significant.
2. Relation of use of knowledge and function of Gorgan Refah Bank branches’ staffs is direct and significant.
3. Relation of knowledge storage and function of Gorgan Refah Bank branches’ staffs is direct and significant.
4. Relation of sharing knowledge and function of Gorgan Refah Bank branches’ staffs is direct and significant.
5. Relation of improve knowledge and function of Gorgan Refah Bank branches’ staffs is direct and significant.

Methods:
The research method is descriptive and correlation. Statistic society of this research of all Gorgan Refah Bank branches’ staffs is consisting of 380 people. The selected sample consists of 9 branches and number of 187 people of same persons and other branches were selected randomly cluster and two questionnaires, knowledge management and staff’s job performance (Stephen E. Condre) questionnaire was used to collect data.

Range of knowledge management questionnaire was a five-item Likert and from strongly agrees agree no opinion, disagrees, strongly disagrees, was graded. Of performance questionnaire was arranged as beyond expectation, as expected, and the need to improve. Reliability of the questionnaire using Cronbach's alpha coefficient factor was set 0.87. To test the hypotheses, Pearson correlation and regression analysis of normal condition data and if they were not normally the Spearman test data was used. To investigate whether normal or abnormal test data Kolmogrov - Smirnov was used.

Analysis of data:
Evaluation of normal data distribution:

Table 1: Results of Kolmogorov-smirnov test

<table>
<thead>
<tr>
<th></th>
<th>Gain &amp; create knowledge</th>
<th>Storage knowledge</th>
<th>Share knowledge</th>
<th>Use of knowledge</th>
<th>Improve knowledge</th>
<th>Function</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mean</td>
<td>23.50</td>
<td>15.56</td>
<td>24.21</td>
<td>7.48</td>
<td>12.40</td>
<td>54.33</td>
</tr>
<tr>
<td>SD</td>
<td>6.56</td>
<td>4.37</td>
<td>7.24</td>
<td>2.45</td>
<td>3.59</td>
<td>1.61</td>
</tr>
<tr>
<td>Z</td>
<td>0.91</td>
<td>1.34</td>
<td>0.80</td>
<td>2.19</td>
<td>1.59</td>
<td>0.91</td>
</tr>
<tr>
<td>Sig</td>
<td>0.38</td>
<td>0.058</td>
<td>0.55</td>
<td>0.00</td>
<td>0.01</td>
<td>0.38</td>
</tr>
</tbody>
</table>

Table 1 shows the significance levels obtained in each case, assuming a normal distribution of data is not normal. Pearson method is used for normal data and Spireman method is used for abnormal data (use and improve knowledge) in order to significant assumptions.
Evaluating the research hypotheses:

**Main hypothesis:**

Table 2: The correlation matrix between knowledge management and organizational practices

<table>
<thead>
<tr>
<th></th>
<th>Function</th>
<th>create</th>
<th>Keep</th>
<th>share</th>
<th>use</th>
<th>improve</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organizational function</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Create knowledge</td>
<td>0.35</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Store knowledge</td>
<td>0.24</td>
<td>0.55</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sharing</td>
<td>0.38</td>
<td>0.63</td>
<td>0.56</td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Use of knowledge</td>
<td>0.23</td>
<td>0.51</td>
<td>0.43</td>
<td>0.65</td>
<td>0.65</td>
<td>1</td>
</tr>
<tr>
<td>Improve knowledge</td>
<td>0.41</td>
<td>0.59</td>
<td>0.45</td>
<td>0.65</td>
<td>0.65</td>
<td>1</td>
</tr>
</tbody>
</table>

P<0.01  p<0.05

As you see in above table, correlation value between knowledge management and organizational practices of staffs of Gilan Refah Bank is significant of statistic (p<0.05).

Table 3: analysis of variance test for significant model

<table>
<thead>
<tr>
<th></th>
<th>SS (sum of squares)</th>
<th>DF (freedom degree)</th>
<th>MS (Mean square)</th>
<th>F (statistic f)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regression</td>
<td>7627.89</td>
<td>1</td>
<td>7627.89</td>
<td>34.92</td>
</tr>
<tr>
<td>Rest</td>
<td>40415.21</td>
<td>185</td>
<td>218.46</td>
<td></td>
</tr>
<tr>
<td>Regression</td>
<td>8889.77</td>
<td>2</td>
<td>4444.89</td>
<td>20.89</td>
</tr>
<tr>
<td>Rest</td>
<td>39153.33</td>
<td>184</td>
<td>212.79</td>
<td></td>
</tr>
</tbody>
</table>

P<0.01

As seen in the above table, the F values were significant in three steps (p<0.01 and sig=0.000 is lesser than 0.05). Thus, with 0.99 percent insurance we can conclude that the relationship between knowledge management and organizational practices is statistically significant and predictor variables (knowledge management components) predicting criterion variables (organizational performance), therefore be allowed to regression analysis. To determine the best predictor of organizational performance between predictor variables, stepwise regression model was used.

Table 4: Results of stepwise regression

<table>
<thead>
<tr>
<th></th>
<th>B</th>
<th>SEB</th>
<th>Beta</th>
<th>R²</th>
</tr>
</thead>
<tbody>
<tr>
<td>Step 1</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Constant amount</td>
<td>32.19</td>
<td>3.9</td>
<td>0.16</td>
<td></td>
</tr>
<tr>
<td>Improve knowledge</td>
<td>1.79</td>
<td>0.3</td>
<td>0.398</td>
<td>0.03</td>
</tr>
<tr>
<td>Step 2</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Constant amount</td>
<td>28.42</td>
<td>3.15</td>
<td>0.19</td>
<td>0.03</td>
</tr>
<tr>
<td>Improve knowledge</td>
<td>1.17</td>
<td>0.39</td>
<td>0.260</td>
<td></td>
</tr>
<tr>
<td>Share knowledge</td>
<td>0.47</td>
<td>0.19</td>
<td>0.213</td>
<td></td>
</tr>
</tbody>
</table>

Results of stepwise regression, table 4 shows that the development of knowledge as the strongest predictive variable models and can explain 16% of the variance in the criterion variable (organizational performance), in the second step of sharing knowledge is added to the model and these two variables (knowledge development, knowledge sharing) can explain 19% of variable criterion variance (organizational performance), components of knowledge creation, knowledge retention and application of knowledge hasn’t significant role in explaining the variance in the criterion variable (organizational performance). As shown in Table (4) knowledge improves changing interred model at first step and had a significant role with (Beta=0.398) in predict the criterion variable (organizational performance) (p<0.001), so organizational performance equation of the development variable is obtained as follows:

Organizational performance= 32.19+1.79 (improve knowledge)

In the second step of development of knowledge with p<0.001), (B=1.17), sharing knowledge with (B=0.47, p<0.001), have significant role in predicting the criterion variable (organizational performance).

Organizational performance= 28.42+1.17 (improve knowledge) +0.47 (share knowledge)

Sub- hypothesis 1:

HO: Relation between gain and create knowledge with function of Refah bank staffs isn’t significant.

H1: Relation between gain and create knowledge with function of Refah bank staffs is significant.

Table 5: Correlation between gain and create knowledge and organizational function of staffs

<table>
<thead>
<tr>
<th>Variables</th>
<th>r</th>
<th>sig</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gain and create knowledge And organizational function</td>
<td>0.35</td>
<td>0.000</td>
</tr>
</tbody>
</table>

Based on the data above and since obtained r Pearson is (r=0.35) from r of table with df=185 and it is bigger in level \( \frac{\alpha}{2} = 0.01 \) i.e. (r=0.181) and significant level (sig=0.000) is lesser than 0.05, therefore zero
hypothesis of H0 is rejected and research hypothesis of H1 is confirmed. So is resulted with 99% insurance that there is a direct and significant relation between gains and create knowledge and organizational function of Gilan refah Bank staffs.

Sub-hypothesis 2:
H0: Relation between uses of knowledge with function of Refah bank staffs isn’t significant.
H1: Relation between uses of knowledge with function of Refah bank staffs is significant.

Table 6: Correlation between use of knowledge and organizational practices of staffs

<table>
<thead>
<tr>
<th>Variables</th>
<th>r</th>
<th>sig</th>
</tr>
</thead>
<tbody>
<tr>
<td>Use of knowledge And organizational function</td>
<td>0.23</td>
<td>0.001</td>
</tr>
</tbody>
</table>

Based on the data above and since obtained r Pearson is (r=0.23) from r of table with df=185 and it is bigger in level $\frac{\alpha}{\sqrt{2}} = 0.01$ i.e. (r=0.181) and significant level (sig=0.001) is lesser than 0.05, therefore zero hypothesis of H0 is rejected and research hypothesis of H1 is confirmed. So is resulted with 99% insurance that there is a direct and significant relation between uses knowledge and organizational function of Gorgan refah Bank staffs.

Sub-hypothesis 3:
H0: Relation between store knowledge with function of Refah bank staffs isn’t significant.
H1: Relation between stores of knowledge with function of Refah bank staffs is significant.

Table 7: Correlation between store knowledge and organizational practices of staffs

<table>
<thead>
<tr>
<th>Variables</th>
<th>r</th>
<th>sig</th>
</tr>
</thead>
<tbody>
<tr>
<td>Store knowledge And organizational practices</td>
<td>0.24</td>
<td>0.000</td>
</tr>
</tbody>
</table>

Based on the data above and since obtained r Pearson is (r=0.24) from r of table with df =185 and it is bigger in level $\frac{\alpha}{\sqrt{2}} = 0.01$ i.e. (r=0.181) and significant level (sig=0.000) is lesser than 0.05, therefore zero hypothesis of H0 is rejected and research hypothesis of H1 is confirmed. So is resulted with 99% insurance that there is a direct and significant relation between store knowledge and organizational function of Gorgan refah Bank staffs.

Sub-hypothesis 4:
H0: Relation between share knowledge with function of Refah bank staffs isn’t significant.
H1: Relation between shares of knowledge with function of Refah bank staffs is significant.

Table 8: Correlation between share knowledge and organizational practices of staffs

<table>
<thead>
<tr>
<th>Variables</th>
<th>r</th>
<th>sig</th>
</tr>
</thead>
<tbody>
<tr>
<td>Share knowledge And organizational function</td>
<td>0.38</td>
<td>0.000</td>
</tr>
</tbody>
</table>

Based on the data above and since obtained r Pearson is (r=0.38) from r of table with df =185 and it is bigger in level $\frac{\alpha}{\sqrt{2}} = 0.01$ i.e. (r=0.181) and significant level (sig=0.000) is lesser than 0.05, therefore zero hypothesis of H0 is rejected and research hypothesis of H1 is confirmed. So is resulted with 99% insurance that there is a direct and significant relation between share knowledge and organizational function of Gorgan refah Bank staffs.

Sub-hypothesis 5:
H0: Relation between improve knowledge with function of Refah bank staffs isn’t significant.
H1: Relation between improve of knowledge with function of Refah bank staffs is significant.

Table 9: Correlation between improve knowledge and organizational practices of staffs

<table>
<thead>
<tr>
<th>Variables</th>
<th>r</th>
<th>sig</th>
</tr>
</thead>
<tbody>
<tr>
<td>Improve knowledge And organizational function</td>
<td>0.41</td>
<td>0.000</td>
</tr>
</tbody>
</table>

Based on the data above and since obtained r Pearson is (r=0.41) from r of table with df =185 and it is bigger in level $\frac{\alpha}{\sqrt{2}} = 0.01$ i.e. (r=0.181) and significant level (sig=0.000) is lesser than 0.05, therefore zero
hypothesis of H0 is rejected and research hypothesis of H1 is confirmed. So is resulted with 99% insurance that there is a direct and significant relation between improve knowledge and organizational function of Gorgan refah Bank staffs.

Conclusion:

Main hypothesis:

According to studies we can conclude that the relationship between knowledge management and organizational practices is statistically significant. Between them, variables of develop knowledge and knowledge sharing have an impact on organizational performance more than other variables.

Sub-hypothesis 1:

The results indicate that the acquisition of knowledge and organizational performance, there is a direct relationship, so that 12% of business change and knowledge creation is derived from changes in organizational performance. Thus it can be concluded that the increase in such business knowledge workers, increase their organizational performance. To justify this conclusion it can be stated that, employees with personal knowledge transfer among themselves through storytelling to talk and talk and share and business perform create and gain knowledge process and thereby improving its performance will be provided.

Sub-hypothesis 2:

The statistical results it was concluded that the use of such organizational practices have a direct relationship with the increasing use of knowledge, organizational performance, it will be more. It should be noted that the percentage change in the application of knowledge is related to organizational performance by 5%. Applying knowledge than other components of knowledge management has an impact on organizational performance but it must be said that knowledge is valuable in itself, but the knowledge that is appropriate given the high level of theoretical and practical knowledge has a positive effect.

Sub-hypothesis 3:

Store knowledge is directly related to organizational performance, but their change such as use of knowledge has small impact (6%) on organizational performance. In other words, an increase in the recruitment of staff improves organizational performance. To explain this result, it can be acknowledged that existing knowledge in the organization must be fully identified and stored until all the organization's experience and knowledge can be used to optimize and if knowledge is created and stored in the database, maintaining and using them can be added to increase organizational performance.

Sub-hypothesis 4:

It was said that the development of knowledge, a factor that has the greatest impact on organizational performance, is sharing knowledge. The component of knowledge management is directly related to organizational performance. Dependence of organizational performance is knowledge sharing 14%. For explain the fourth hypothesis it can be said that knowledge management is trying to exploit the knowledge of science and new knowledge that provides and organizational knowledge can be distributed through efficient and effective by knowledge sharing process in organizational level and when this knowledge be used in other parts of organization, Will lead to the improvement of organizational performance.

Sub-hypothesis 5:

Knowledge development is positively correlated with organizational performance. According to calculations, 16 percent of organizational performance is derived from changes in knowledge development. Organizations can hold meetings and meeting with many members and giving people the opportunity and the right time for study and exchange of knowledge is effective in the formation and development. Other ways to develop knowledge that can be paid is make wise use of information technology and knowledge fairs where different suppliers, are displaying their skills and knowledge and through the dissemination of knowledge in the organization of the steps taken to achieve the objectives, and finally, the performance will improve.

Suggestions

1. According to the original hypothesis proposed managers about acquisition of knowledge through research institutes or universities and by using of experienced teachers, perform teaching banking knowledge and applied science including equipment and allocation of resources electronic banking and banking law and marketing and customer –oriented and… to Gorgan Refah Bank staffs.

2. On basis of first sub-hypothesis is also suggested that managers provide field of creating new ideas and solutions and creating new knowledge to his staff. Supporting of units of teaching of Gorgan refah Bank and independent teaching units about needs Assessment on creating personal learning space and generalization it
organizational learning and innovative creative space, flourishing field staff in solving problems and offers will prepare.

3. According to the second sub-hypothesis is suggested given that education often seems to do the traditional way to serve students, managers implementing traditional training workshop both methods provide and act to learn how your employees through work, through study and learning through the application.

4. According to the third sub-hypothesis to store existing knowledge and new knowledge in the organization is suggested to use of experiences and information to key individuals ans store as essay and film etc. to be transferred to others.

5. According to the fourth sub-hypothesis in order to share and distribute knowledge among employees, it proposed to managers to act for exchange knowledge and experiences of staff with oral and written mechanism and motivational techniques. Creation features and functionality to achieve an efficient distribution of IT knowledge among employees play an important role. In order to create a culture of knowledge transfer is recommended discussion and interaction outside of work and training to be carried out by the teacher and student be performed.

6. According to the fifth sub-hypothesis is suggested managers to act for develop knowledge than create a friendly atmosphere and creating incentive programs and partnership programs in knowledge and learning.

REFERENCES