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Document template creating and sharing the knowledge of managers and employees of Iranian banks

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Abstract

The current study is a combined method and a type of exploratory mixed research design, which is conducted in two successive stages, qualitative and quantitative, in the first stage which was qualitative, by evaluating the studies conducted in the field of the subject in the present research and also in-depth interviews with experts in the field of knowledge management, Knowledge sharing and banking, Necessary information was collected by granded theory analysis method and was made codings accordingly. The second stage of the study was quantitative and structural equation modeling. Data collected from the researcher's questionnaire based on the proposed model using the software Smart PLS was evaluated. After evaluating the internal and external studies conducted in the field of the subject raised in the current research, using exploratory and semi-exploratory interview tools. Qualitative and structural questions were asked from the statistical community of experts, and theoretical saturation was achieved after conducting 11 interviews. The results showed that the documented pattern creating and sharing the knowledge of managers and employees of Iranian banks includes 96 open codes, 33 central codes and 6 selective codes. Then, in the quantitative part, the researcher's questionnaire consisting of 96 items is available to 217 managers of Melli, Sepah and Pasargad banks. Given. Model results Constructing structural equations showed that the coefficient value is significantt relating to the relationship between conditions and central phenomenon, the relationship between contextual factors, interfering factors, and central phenomenon with strategies, as well as the relationship between strategies with outcomes at the 95% confidence level, is greater than 1.96, and this indicates the significance of these relationships.

Keywords: Documentary instrument; Knowledge sharing, Banking; grand theory; fashion Solving structural equations
2020 MSC: 68V30

1 Introduction

By increasing the role of knowledge in human life, it seems that the dependence of different aspects of life on knowledge will increase in the future. In today's world, on-time response to environmental changes is one of the most important issues of organizations [1].

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If bank employees don't make documents of their experimental and practical learnings and savings, this causes the waste of academic funds of the organization. On the other hand, due to the nature of knowledge and intellectual capital that is hidden in the minds of these people, when these people leave the organization (due to retirement, transfer, adjustment, etc.), this knowledge also leaves the organization. Therefore, transfer and departure of managers and key persons from organizations and naturaly loss of their knowledges and experienceses are the most important issue [23].

Based on this, in the present research, an attempt has been made to introduce techniques for documentation of experiences while explaining the position of experience and documentation it in knowledge management. Then a model for sharing and documenting experiences is proposed.

2 The theoretical framework of research:

Knowledge"The right justified opinion is about the relationships between structures". This definition has four consequences. First, knowledge is an opinion and such opinions should be based on additional evidences which can be generalized and verified. Second, knowledge should be truth or an estimation of truth and the idea is that in the purposes of operations should be beyond of questions [14].

The third is true Knowledge must be confirmed and justified by experts in order to separate it from other unjustified opinions. Finally, knowledge is an opinion about the relationship between structures, so separated structures can not be considered as knowledge due to the lack of connevtion between them [2].

3 Knowledge management

With the growth of literature in the field of knowledge management, a variety of definitions provided in this field and it seems to be natural as many individual meanings and approaches have been created to explain the meaning of science. Some definitions emphasize the process of knowledge management and some of them focus on the goal of knowledge management. [27].

Barachini [4] says knowledge management is to create a necessary process for identification and attraction of data, information and knowledge needed by the organization from the internal and external environment and transferring them to make decisions and actions by organization and individuals. Also, Dickel [6] argues that Knowledge management is a process that organizations can achieve to external – internal and organizational skills. Knowledge management does not directly create knowledge, but seeks to make the processes related to knowledge analysis and sharing more efficient and effective, and in this way improves business results as well as increasing profitability., growth rate and market share of the organization to be effective.

4 Knowledge sharing

In a general definition, "opinions, thoughts and experiences that employees in an organization have with each other is referred to as knowledge sharing. According to "Wenning" knowlwdge sharing is exchanging the objective and subjective knowledge of people with each other and leading to the production of new knowledge" and this process includes two stages: providing knowledge and receiving knowledge [23].

One of the key and important factors in knowledge management is the ability of organizations to transfer and share knowledge. People help the organization in achieving a competitive advantage by effectively applying and transferring knowledge [7].

The ultimate goal of knowledge sharing is to try to transfer and transform the experiences and knowledge of all people into organizational assets and resources, in order to increase efficiency and better advanced organizational affairs [15].

5 Background research

In this section, the review and evaluation of some internal and external studies conducted in the field of the subject raised in the current research has been discussed. Khajavi et al. [12] in their study examined the personality characteristics affecting knowledge sharing in auditing institutions. Introducing personality traits with the components of the big five personality factors (neuroticism, extroversion, openness to experience, adaptability and conscientiousness).

It has been done using the structural equation test. The results of the research showed that the characteristics of extroversion, adaptability and conscientiousness have a positive and significant effect on the knowledge sharing process of employees in audit institutions. However, no significant relationship was observed between the characteristic of openness to experience and the knowledge sharing process of employees. Soltani et al. [27] in their study to improve the collaborative culture of media workers in the process Sharing knowledge (case study: employees of the Islamic Republic of Iran Broadcasting)" designed a game-like system following the main needs of the broadcasting employees to create a motivational support system in knowledge sharing in two stages. The purpose of implementing these first two stages is to identify the motivational needs of the employees. The second was to gamify the knowledge-sharing process.

Therefore, the components of the model designed for the gamified knowledge sharing system in the media organization included motivational needs, game mechanics, knowledge sharing behavior and emotions. Motivational needs are of two categories: internal and external. Based on the motivational needs, the types of users are placed in four categories: perfectionist, social, explorer, and combative. Knowledge sharing behavior and emotions are also two categories: the behavior and emotions of knowledge donors and the behavior and emotions of knowledge receivers. Bidgoli and Torbatinezhad [8] their study have been done with the descriptive-correlation method. The data were analyzed using descriptive and inferential statistics, including Pearson's correlation coefficient and linear regression. The findings of the research showed that based on Pearson's correlation coefficient, information technology and Communication have a significant relationship with knowledge sharing, creativity and innovation. Information and communication technology can predict innovation, creativity and knowledge sharing in professors of Shahid Rajaei Technical and Vocational University of Kashan. Ode and Ayavoo [22] in their study have empirically investigated the relationship between knowledge management practices and the innovation of service companies in developing countries. This research, by reviewing the literature, has presented a conceptual model whose hypothesis is the existence of a positive and meaningful relationship between knowledge production, storage. Knowledge is the diffusion of knowledge, the application of knowledge and the innovation of the company. The technique DOPU was used to collect data. The data was analyzed using the structural equation model. The findings show that knowledge management practices directly and indirectly contribute to company innovation. In their study, Al-Kordi and Al-Hadadeh [2] used the Partial Least Squares (PLS) method based on variance-based structural equation modeling. The results showed that the organizational climate has a great influence on the academicians' knowledge sharing actions. In addition, organizational leadership and trust had a positive relationship with academics' knowledge-sharing behavior. Nangva and Sang [24] carried out a research with the aim of "investigating the relationship between knowledge sharing and innovative work with the mediating role of self-leadership", which in this descriptive study of findings shows the existence of a significant positive relationship between knowledge sharing and creative behavior. This study provides insight to help educational organizations in health care in their knowledge sharing and leadership roles in stimulating the development of nursing students and helping them become future innovators. Nisar et al. [21] in their study on the growth of social media within organizations, considering their impact on knowledge sharing in a specific type of knowledge management system-forums. Expertise based on succession discussion has been investigated. Research findings show that knowledge management positively affects organizational performance through latent information and social communication.

In the following, a part of the research related to the topic of the article is summarized, along with the results.

Row	Title of the research	year	Researcher	Results
1	The role of documentation in the knowledge management of satellite systems research institute	2020	Navidi et al. [20]	The knowledge that flows in the researches is a combination of the knowledge of why, what, etc., which are not actually documented and are only transmitted in the form of generalities and documents.
2	Challenges and obstacles of documenting managers' experiences in the oil industry	2020	Mustafavi Jurkani [17]	Organizational culture, technology infrastructure, organizational structure are the most important challenges in documenting knowledge.
3	Measuring the attitudes of oil industry managers about knowledge documentation solutions	2020	Borbour et al. [5]	Using a questionnaire among 410 people of the statistical population and examining different aspects, it confirmed the managers' lack of familiarity with the principles of documentation
4	The model of documenting the knowledge of senior managers in the broadcasting organization	2020	Salavatian et al. [18]	Around 5 axes, 55 sub-categories and 12 main categories were examined, and support and driving dimensions were identified as the main dimensions of the model
5	Qualitative analysis of the principles of documenting the knowledge of university presidents	2017	Zamani [30]	They consider the documentation process to be three-stage, including documentation, implementation of documentation, monitoring, control, and sharing.

6 Research method

The present study is a mixed method and a type of exploratory mixed research design, which is carried out in two consecutive qualitative-quantitative stages. In the first stage, the present research is a qualitative study, and in this part by examining and evaluating the studies conducted in the field of the subject raised in the current research, as well as in-depth interviews with experts in the fields of knowledge management, knowledge sharing and banking. the necessary information is collected and, using the grounded theory method, coded and categorised and presented in a conceptual model. This method is used in cases where our knowledge in those fields is limited. In this method, qualitative data analysis steps are collected, in three steps of open coding , axial coding and selective coding It

1. Open coding: In this stage, the researcher identifies the concepts and expands them according to their characteristics and dimensions. At this stage, the researcher, from the primary raw data, selects preliminary categories related to the phenomenon under investigation through Section Making information, forming categories of information about the phenomenon under study, asking questions about the data, comparison cases, events and other states of phenomena are used to find similarities and differences.
2. Axial coding: the researcher makes one of the categories the center of the process under investigation and exploration (main dimension) and then relates other categories (components) to it. In this connection, in this research, the main dimensions and related components have been identified.
3. Selective coding: It is the process of regularly selecting the core category and relating it to other categories, validating the relationships and filling the gaps with categories that need to be modified and expanded. At this stage, to evaluate the validity of the model, the focus group was used, and to evaluate the reliability of the model, the Kappa coefficient was used.

The second phase of the study was quantitative and structural equation modeling. For this purpose, the data collected from the researcher-made questionnaire based on the proposed model (resulting from the qualitative phase of the study) was evaluated. In the current research, at the level of descriptive statistics, from the frequency, the frequency percentage related to the population variables cognitive (gender, etc.) as well as mean, standard deviation, related to research variables have been used. In the inferential statistics section of the present study, to test the hypotheses to test the normality of the Kolmogorov-Smirnov test (KS) will be used to check the existence of a relationship between the variables from the correlation test and in the analysis of the data, if it is normal, the method of structural equation modeling (SEM) and if the data is abnormal, then the method of modeling structural equations based on least squares. Partial regression (PLS) was used. It should be noted that because the accuracy of the results obtained from the Smart PLS software is not sensitive to the number or normality of the data and it has higher accuracy and quality compared to other structural equation modeling software, in this study, this software is used. To evaluate validity, convergent validity and divergent validity were used, and to evaluate reliability, Cronbach's alpha coefficient and composite reliability were used.

7 Statistical society

The statistical population of this research includes two communities. in the qualitative part of the research, specialists and experts in the fields of knowledge management, knowledge sharing and banking were selected as potential participants for designing and compiling the model and to select these people, factors such as experience, position, education, relevance to the subject, interest and having Sufficient time for interviews and has been considered. To extract the codes, interviews are conducted using the theoretical sampling method until the theoretical saturation is reached. Theoretical saturation is achieved when additional data does not help to complete and define a theoretical category, and the samples then look similar. The sampling method in the current qualitative design was the snowball method. In the process of selecting a sample, qualitative researchers can use a snowball sampling method in which one research participant leads us to other participants or the snowball. In this sampling strategy, the researcher identifies and selects the desired items through those who know the informed people or are qualified and have valuable information according to the initially selected people. The sampling of experts in this research continued until the process of discovery and analysis reached the point of theoretical saturation.

In the quantitative part, the statistical population includes all managers and employees of National, Sepah and Pasargad banks. Sampling is one of the most important topics in social statistics. According to the definition, a sample is several people in the society whose characteristics are similar to the characteristics of the society and are representative of the society and have similarity and homogeneity with the people of the society. Cochran's correlation was used to select the sample size. Cochran's relation and its parameters are described below:

$$n = \frac{Nt^2pq}{\epsilon^2(N-1) + t^2pq}. \tag{7.1}$$

In this research, the number of the statistical population is 473 people, and using Cochran's equation, the number of people under investigation has been evaluated as 211 people, and these people were chosen completely randomly from the statistical population as a statistical sample. At least people for The statistical sample was 211 people, and 217 questionnaires were analyzed in this research.

$$n = \frac{Nt^2pq}{\epsilon^2(N-1)+t^2pq} = \frac{473 \times 1.96^2 \times 0.5 \times 0.5}{(0.05)^2 \times (4733-1)+(1.96 \times 0.5 \times 0.5)} = 211. \tag{7.2}$$

The demographic characteristics of the statistical sample are in accordance with the data in Table 1.

Table 1: Demographic characteristics of the statistical sample

Demographic variable	group	Abundance	Frequency
Age	30 to 40 years	58	26.7
	40 to 50 years	105	48.4
	Over 50 years old	54	24.9
gender	Man	72	33.3
	Female	144	66.7
Level of education	Master's degree	150	70.4
	PhD and above	63	29.6
work experience	Between 5 and 10 years	50	23.5
	Between 10 and 20 years	88	41.3
	20 years and above	75	25.2
Total		217	100

8 Research findings

In this part, the questions raised in the current research are answered:

First question: What are the dimensions, components and indicators of the model of documentation and sharing the knowledge of managers and employees of Iranian banks?

To answer this question, using exploratory and semi-structured interview tools, 8 questions were asked to experts and experts in the fields of knowledge management, knowledge sharing and banking, and theoretical saturation was achieved after conducting 11 interviews. The grounded theory qualitative method was used to analyze the interviews. In this method, in the open coding stage, the text of each interview was examined word by word and concepts were extracted from the words and phrases of the interviews.

The results of selective, axial and open coding:

The final model includes 6 dimensions, including conditions, contextual factors, intervening conditions, central phenomenon, strategies and consequences. This model includes 33 components and 96 indicators. So that for the "causal conditions" dimension, the 6 components include human resource development, attention to employee teamwork, people's involvement, knowledge management strategy determination, motivation and reward system, and knowledge preservation. For the "contextual factors" dimension, 6 components include knowledge-oriented orientation, organizational structure, informing employees, creating a common language for knowledge sharing, organizational culture, and infrastructural requirements for knowledge documentation. For the "intervening conditions" dimension, there are 4 components included: modeling, structuring knowledge, redesigning organizational processes and supporting the senior managers of the organization. For the "central phenomenon" dimension, the 2 components include participation in the knowledge sharing program and knowledge succession. For the "Strategies" dimension, 10 components include emphasis on implicit training, knowledge environment, information technology infrastructure, continuous assessment, recruitment and retention planning, knowledge-based approach in recruitment and employment, knowledge socialization, knowledge externalization, knowledge combination and knowledge internalization. In the "consequences" dimension, 5 components include: the development of documentation and reporting to all employees, employee attention to the organization's internal and external environment, up-to-date access to knowledge memory, the application

of knowledge, and increased organizational efficiency. Finally, knowledge documentation and sharing patterns were implemented as follows. The Kolmogorov-Smirnov test is used to examine the fit of the distribution of quantitative data. If a researcher has a sample of quantitative measurements and wants to determine whether this sample comes from a population with a normal distribution, they use this test.

Table 2: Kolmogorov-Smirnov test results

Variable	Test amount	Level of significance
causal conditions	0.131	0.284
central phenomenon	0.135	0.317
background factors	0.098	0.731
conditions Interventionist	0.159	0.643
strategy	0.155	0.603
Results	0.145	0.729

Also, to ensure the adequacy of the selected items of the sample to measure the research variables, the Kizer-Meyer-Elkin sampling adequacy test was used.

Table 3: Factor analysis and validity of the items related to the main research variables

Variable	The alpha coefficient of Kaiser-Meyer-Olkin sampling
causal conditions	0.769
central phenomenon	0.729
background factors	0.847
conditions Interventionist	0.825
strategy	0.871
Results	0.752

In the following, Bartlett's test of sphericity was used to ensure that the total correlation between the items in a matrix is not equal to zero, that is, the items are correlated with themselves.

Table 4: Factor analysis and validity of the items related to the main research variables

Variable	χ^2	df	Level of significance
causal conditions	471.185	28	0.000
central phenomenon	70.8.8	3	0.000
background factors	457.880	28	0.000
conditions Interventionist	594.529	28	0.000
strategy	1124.257	66	0.000
Results	812.143	28	0.000

Finally, the resulting cases were documented and shared as follows Fig 1.

The second question: to what extent is the quality, validity and reliability of the appropriate model for the model of documenting and sharing the knowledge of managers and employees of Iranian banks?

To answer this question, after interviews with experts in the fields of knowledge management, knowledge sharing and banking systems, the researcher's coding process was carried out through observing some principles and criteria such as accuracy in choosing key participants and combining data collection methods. (such as interviewing, note-taking, note-taking), allocating enough time to conduct the interview, continuously checking the data and classes for similarities and differences, reviewing the analysis done by the project colleagues and reviewing the writings by the participants tried to ensure the validity of the presented theory.

The result of the review and evaluation of the focus group and their discussion about the extracted codes was that the presented model has an acceptable validity.

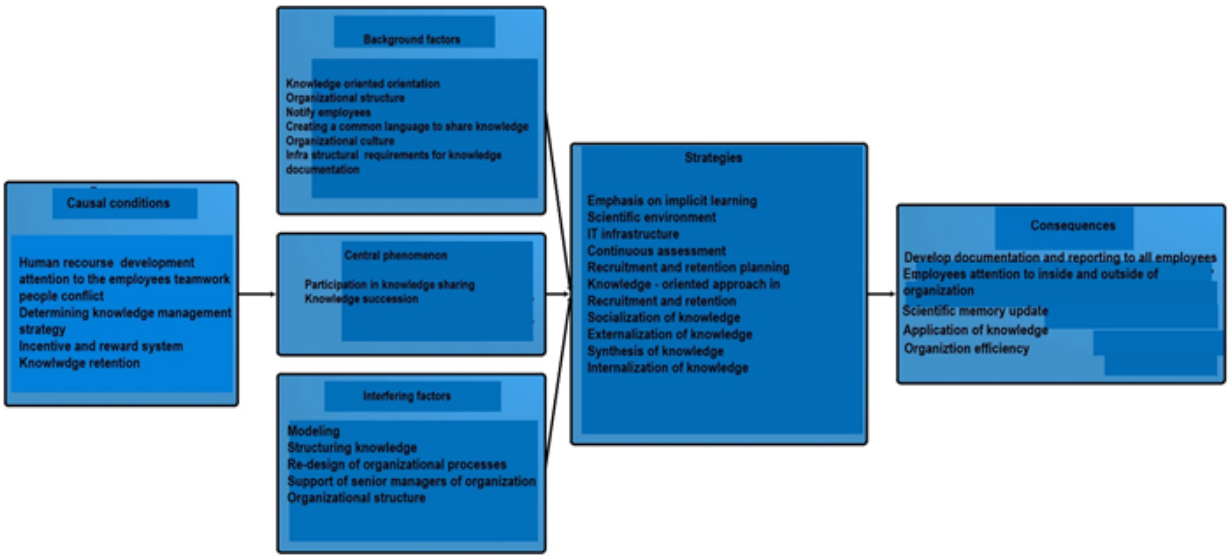

Figure 1: Model of documenting and sharing knowledge of managers and employees of Iranian banks

Reliability refers to the consistency of research findings. Reliability in the interview is discussed in stages such as the interview situation, transcription and analysis. A PhD student was asked to participate in the research as a research associate (coder). The necessary training and techniques for coding the interviews were transferred to them. Then, the researcher, together with this person, coded the number of four interviews, and the percentage of intra-subject agreement (kappa coefficient) was calculated using the following formula:

$$\kappa = \frac{P_2 - P_E}{1 - P_0} = \frac{0.884 - 0.787}{1 - 0.884} = 0.84. \tag{8.1}$$

In this research, four interviews were given to the researchers and doctoral students, and based on their opinions, the Kappa coefficient was calculated as 0.84 based on the following formula. The Kappa coefficient of agreement is between -1 and +1. If the calculated amount is close to +1, it indicates high reliability; if it is close to -1, it indicates a lack of agreement; and if it is close to zero, it indicates a lack of reliability. The amount of Kappa coefficient between +0.6 and +0.8 shows good reliability.

Third question: What is the validity of the presented model for the model of documenting and sharing the knowledge of managers and employees of Iranian banks?

Smart PLS software is carried out in two general stages, including "checking model fit" and "answering questions". The fitness of the model has been checked as follows:

9 Evaluation of the overall model

The general model includes both measurement and structural model parts, and confirming its fitness means the fitness check in a model is complete. This criterion by Tenenhaus et al. [29] was invented and calculated according to the following formula:

$$GoF = \sqrt{(\overline{\text{Communalities}} \times \overline{R^2})}. \tag{9.1}$$

According to the table above, the GoF value can be calculated as follows:

$$GoF = \sqrt{(\overline{\text{Communalities}} \times \overline{R^2})} == \sqrt{0.596 \times 0.832} = 0.704. \tag{9.2}$$

The amount of the GOF for the model of this research was calculated as 0.704, which shows the overall strong and very appropriate fit of the model.

Table 5: Shared values and R2 dependent variables of the model

Variable	the amount of R2	Common values
Causal conditions	-	0.544
A central phenomenon	0.682	0.526
Background conditions	-	0.583
Intervening conditions	-	0.716
Strategies	0.971	0.560
consequences	0.844	0.652
Average	0.832	0.596

10 Conclusion

The results of the present study showed that the pattern of documenting and sharing knowledge of managers and employees of Iranian banks includes 6 dimensions, including causal conditions, background factors, intervening conditions, central phenomenon, strategies and consequences. This model includes 33 components and 96 indicators.

Causal conditions are conditions that cause the creation or development of the central category, which are the conditions mentioned in the present research that are described below. In this study, the causal conditions include the development of human resources, attention to the teamwork of employees, involvement of people, determination of knowledge management strategy, motivation and reward system, and knowledge retention. For the "human resources development" component, 3 indicators, including promotion based on knowledge competence, recruitment of people based on knowledge qualifications and promotion based on knowledge competence, were selected. For the component "Attention to the teamwork of employees", 3 indicators were selected, including the use of the opinions of all experts, attention to the supervision of the group in the project, and the importance of the project's achievements for the groups. 3 indicators were selected for the "people's involvement" component, including excessive involvement of expert and key forces, limited time for knowledge sharing, use of people's capacity and power, and the best efforts of people to bring the company of colleagues to the top. For the component of "Determining Knowledge Management Strategy", 3 indicators were selected, including knowledge evaluation in the organization, planning based on the organization's strengths and weaknesses, and creating the same procedure for knowledge management and the organization's needs. For the component of "Incentive and reward system", 3 indicators were selected, including the creation of an incentive system for knowledge sharing, fair distribution of benefits and the economic conditions of the society in the recruitment process. For the Knowledge preservation component, 3 indicators were selected, including recording and maintaining information outside the organization's environment in databases, preventing the loss of existing knowledge, and recording and maintaining information outside the organization's environment in databases. The comparison of the obtained results with previous studies shows that the results of the present study are in agreement with some of the results reported in the studies of Ode and Ayavoo [22], Mand uthuveloo et al. [19] is consistent.

Background factors are factors that influence strategies and are often related to internal and specific factors of the central phenomenon and are explained below. In this study, the background factors include the components of knowledge-based orientation, organizational structure, informing employees, creating a common language for knowledge sharing, organizational culture, and the infrastructural requirements of knowledge documentation. For the "knowledge-based orientation" component, 3 indicators were selected, including supporting knowledge-sharing policies, drawing the perspective of a knowledge-based organization, and prioritizing learning for learning. For the "organizational structure" component, 3 indicators were selected, including the explanation of duties and responsibilities, ease of interaction with managers, and creation of organizational flexibility. For the "Employee awareness" component, 3 indicators were selected, including creating awareness in managers of the sensitivities related to the monopoly of knowledge by one person, necessary training for documenting and sharing knowledge, and clarifying the training program. For the component "creating a common language for knowledge sharing", 3 indicators were selected, including preventing rework in knowledge, appointing a person responsible for checking and creating a common language to prevent rework in documentation. For the "organizational culture" component, 3 indicators were selected, including explaining the necessary culture regarding the transfer and management of knowledge in the organization, creating a culture of teaching and learning, and paying attention to people with skills and experience. For the component "infrastructural requirements of knowledge documentation", 3 indicators were selected, including the creation of necessary mechanisms and tools for knowledge management in the organization, specifying the career path of knowledge workers and creating a knowledge-oriented human resources strategy. Comparing the results obtained with previous

studies shows that the results of the present study are with part of the results reported in the studies of Makvandi et al. [14], Asgari Nejad and Ghobadi Azad [3], Tabatabai et al. [28] are consistent.

The intervening factors are the factors that the strategies are influenced by, in a way they influence the strategies, their implementation and operationalization. In the following, the types of intervening factors are also described. In this study, the intervening factors include the components of modeling, structuring knowledge, redesigning organizational processes, and the support of senior managers of the organization. For the "modeling" component, 3 indicators were selected, including the implementation and implementation of knowledge sharing by the bank's senior managers and modeling for others, the existence of processes for modeling and the existence of knowledge sharing standards. For the "Structure to Knowledge" component, 2 indicators were selected, including the transformation of types of knowledge and attention to the audience in the use of tools and skills. For the component "redesign of organizational processes", 2 indicators were selected, including the clarification of organizational processes and the revision of organizational processes. For the component "support and support of senior managers of the organization", 3 indicators were selected, including the role of senior managers in planning and providing open space, providing appropriate time to people by managers and interacting with managers of the organization. Comparison of the obtained results with previous studies shows that the results of the present study with part of the results reported in Olan's studiesand colleagues [23], Sinaii et al. [26], Prosser and Walley [24], Soltani et al. [27], Sabzi et al. [25].

A central phenomenon is a mental form of a phenomenon that is the basis of the process. It is a mental form of a phenomenon that is the basis of the research process. In this study, the central phenomenon includes the components of participation in the knowledge sharing and succession planning program. For the "participation in the knowledge sharing program" component, 3 indicators, including responsibility and control by employees, monitoring of projects by employees, and dissemination of knowledge and willingness to learn, were selected. For the component of "Knowledge Succession", 3 indicators were chosen, including attention to succession, full transfer of information from retiring managers and employees to the successor managers and employees, and making the organization's research documents available to the successor managers. Comparison of the results obtained with previous studies shows that the results of the present study with some of the results reported in the studies of Abu Bakr et al. [1], Olan et al. [23], and Donnelly [7] are consistent.

Strategies are behaviors or activities that are created in response to the central category and are affected by intervening conditions, and in a way, it can be said that they are strategies that are effective in the growth of small and medium-sized companies' business and its prosperity. In this study, the strategies include the components of emphasis on implicit training, knowledge environment, information technology infrastructure, continuous evaluation, recruitment and retention planning, knowledge-based approach in recruitment and application, socialization of knowledge, externalization of knowledge, combination of knowledge and internalization of knowledge. For the component "Emphasis on Implicit Education", 3 indicators, including the requirement to share knowledge among employees, practical training and pragmatism,, were selected. For the "Knowledge Environment" component, 3 indicators were selected, including holding specialized meetings and holding discussions in the field related to one's knowledge, transforming separate buildings into suitable buildings for people's interaction, and avoiding encouraging isolated people. For the "Information Technology Infrastructure" component, 3 indicators, including the use of appropriate tools to access knowledge, identifying the way to access knowledge and the role of information technology in the organization's knowledge management system, were selected. For the "continuous evaluation" component, 3 indicators, including knowledge evaluation over time, ability retraining workshops and control systems in people's learning, were selected. For the "Recruitment and Retention Planning" component, 3 indicators, including human capital maintenance, practical skills maintenance in the organization and appropriate selection of human resources, were selected. For the component "Knowledge-oriented approach in recruiting and applying", 3 indicators were selected, including collectability, crisis management and mastery. 3 indicators, including job rotation, conferences and brainstorming sessions, were selected for the "knowledge socialization" component. 2 indicators, including modeling and prototyping and documentation of experiences, were selected for the "Knowledge Outsourcing" component. 3 indicators, including telephone conversations, documents and meetings, were selected for the component of "combination of knowledge". For the "knowledge internalization" component, 3 indicators, including not allowing key managers to leave before transferring knowledge, in-service training and learning through observation, were selected. Comparison of the results obtained with previous studies shows that the results of the present study are with some of the results reported in the studies of Khajavi et al. [12], Mehdibeigi al. [15], Khorashadizadeh et al. [13], Jamshidi [11], Jamali Roshet and Radmard [10].

Consequences are actually the results of using strategies, and in a way, they can be considered as results of using strategies. In this study, the results include the development of documentation and reporting to all employees, the attention of all employees to the environment inside and outside the organization, the up-to-date access to knowledge

memory, the application of knowledge and the efficiency of the organization. For the component "development of documentation and reporting to all employees", 3 indicators, including knowledge documentation, importance of knowledge recording and recording of people's learning in the organization, were selected. For the component "attention of all employees to the internal and external environment of the organization", 3 indicators were selected, including the management power of employees, the ability to analyze issues by employees and the evaluation of knowledge in the competitive market. For the component of "updating knowledge memory access", 3 indicators were selected, including examining past organizational knowledge and making necessary changes for correction and improvement, changing knowledge that has not been used in implementation, and identifying stored inefficient knowledge. For the "Knowledge Application" component, 3 indicators, including the use of existing knowledge in the organization at the time of decision-making, changing the organization's procedures and processes according to new knowledge and using the existing knowledge in the organization in line with the interests of the organization, were selected. For the "organizational efficiency" component, 3 indicators were selected, including doing things with more speed and accuracy and less cost, easier achievement of organizational goals and reducing operational risks in the bank. Comparing the results obtained with previous studies shows that the results of the present study are in agreement with some of the results reported in the studies of Jafari Moghadam et al. [9], Merlo [16] is consistent.

11 Offers

The results showed that "Information Technology Infrastructure" is highly effective in documenting and sharing knowledge in Iranian banks. Based on this, it is suggested that using appropriate tools to access knowledge can significantly improve the knowledge-sharing process. For example, Iranian banks can use knowledge management software such as Use Share Point and Confluence to access, organize and share internal knowledge easily. Information technology plays an important role in improving the knowledge-sharing process. Iranian banks can use information technology to create knowledge management systems and keep their knowledge up-to-date and benefit from new knowledge by creating specialized databases and accessing daily data.

The results showed that "organizational structure" is highly effective in documenting and sharing knowledge in Iranian banks. On this basis, it is suggested that explaining the duties and responsibilities related to the process of knowledge sharing can help to improve this process. For example, you can introduce certain people as knowledge-sharing officials in Iranian banks and define their duties carefully. For example, one of the duties of knowledge-sharing officers can be to ensure that the required knowledge is properly available to all team members. Ease of interaction with managers can help improve the knowledge-sharing process. For example, you can focus on building good relationships with bank managers and emphasize creating networking opportunities with them. By building a close relationship with managers, you can get more support from them to improve your knowledge-sharing process. Creating organizational flexibility can help improve the knowledge-sharing process. For example, you can create flexibility in your organization by creating a platform for creating agile teams and building communication networks. By creating these platforms, you can easily access and share new knowledge.

The results showed that the "determination of knowledge management strategy" is highly effective in documenting and sharing knowledge in Iranian banks. Based on this, it is suggested that the evaluation of existing knowledge in the organization can help to improve the knowledge sharing process. For example, you can use knowledge assessment tools to determine the amount of knowledge available in Iranian banks and improve the knowledge-sharing process through this information. For example, you can use knowledge assessment methods such as group interviews, surveys, and knowledge tests to assess the amount of knowledge available in the organization. Planning based on the organization's strengths and weaknesses can help improve the knowledge-sharing process. For example, by analyzing your organization's strengths and weaknesses, you can improve your knowledge sharing process improvement plans. For example, if you identify that the biggest weaknesses in the organization are related to the lack of access to new knowledge, you can offer programs to improve access to new knowledge. This can include the creation of training systems and required training. Creating the same procedure of knowledge management and the needs of the organization can help to improve the knowledge sharing process. For example, you can define a specific procedure for knowledge management in Iranian banks. This includes identifying and gathering knowledge, evaluating knowledge, designing and implementing training programs, and sharing knowledge with others. By creating a specific procedure, you can access the knowledge in the organization and transfer it to others in the best possible way. Also, to improve the knowledge-sharing process, you can create a training platform that allows bank employees to access new knowledge in the best possible way. This platform can include educational videos, online courses and articles related to various fields of finance, banking and technology.

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