An investigation to the effect of organizational memory and organizational learning competitive advantage at Guilan Melli bank branches

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Abstract

Organizational continues survival depend on dynamic interaction to internal and external environmental that cause to receive new information about related science, and it lead to change at organizational behavior and operations. Totally, the aim of this article is investigation to the effect of organizational memory and learning on firm’s competitive advantage. Organizational learning is one of knowledge management subsidies. Organizational innovation and market innovation are mediated variables. Statistical society is Melli bank’s branches at Guilan provenience. Data was gathered by questioners and it analyzed by SEM. Results indicated that there are significant relationship among organizational learning and organizational memory and Melli bank competitive advantage.

Keywords: organizational memory, organizational learning, organization innovation, market innovation
Introduction:
Knowledge based organizations idea is not a new idea. During recent decade, human resource had significant share of knowledge research. Most organizations have been evaluated human performance and other people who work at organizations. Main advantage of evaluation is that allow people appraise effect of organizational strategy to them (Bontis and Serenko, 2009).
At knowledge based economy, human capital is far value creating. Organizational success depends on ability of assets management. Human capital evaluation is essential for real value determination and controls improvement (Dastgir and Mohamadi, 2009).
Firms seek to remain at market or more benefits. The most management activity can forward or backward of competitors. So, it is important for them to know whether their activity lead to competitive advantage or not (Ashton, 2010)
The aim of this article is an investigation the effect of organizational memory and organizational learning on competitive advantage. Next section will be about theoretical framework of research. Then, result and discussion will be represented.

Materials and methods:
According to resource based view, organizations which focuses on human resource inclination to knowledge uses, and compete to their competitive advantage is used resources like human capital.
Human capital is the exclusive resource that cannot be mimic or divided. It also essential part of firm’s strategy implementation. It consists of knowledge, skills, experiment, competency or collective capability at firms (Jam and Ling, 2011).
Researchers, who indicate organizational learning, put more emphasis on trust and real method of evaluations. One of the traditional ways of learning evaluation is learning and experiment carves. These are incomplete tools because they exclusively focus on results and short term performance. According to researches, organizational learning has 4 dimensions:
- Management commitment
- Systematic approach
- Flexibility and experiment
- Knowledge transforms (Gomez and Lorant, 2005).
Organizational memory is means staff’s memory or believes that cam consist work process and decisions. Organizational memory facilitates previous knowledge for employment and organizational memory. Some examples of previous knowledge are information about competitive environment, current market, firm’s positions, customers and market elements.
Organizational learning is the following upon to the organizational memory and imply to information process (Gumsluoglu and Ilseve, 2009). Table 1 represents organizational learning elements.

<table>
<thead>
<tr>
<th>main criteria</th>
<th>substantial</th>
<th>References</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organizational commitment</td>
<td>Management content</td>
<td>Gomez et al., 2005, Stata 1989</td>
</tr>
<tr>
<td></td>
<td>Mental model</td>
<td>Stata 1989</td>
</tr>
<tr>
<td></td>
<td>facility leadership</td>
<td>Elenkov 2002 , Slater</td>
</tr>
</tbody>
</table>

Table 1: organizational learning dimensions
Continued commitment
Effective commitment
Normative commitment

& Narver 1995
Kondrutuk 2004, Weng et al. 2010
Kondrutuk 2004, Weng et al. 2010
Kondrutuk 2004, Weng et al. 2010

Systematic approach
Systematic view
Systematic thought
System oriented
Join value

Gomez et al., 2005, Stata 1989
stata 1989
Kandemir & Hult 2005, Stata 1989
Wu & Cavusgil 2006

Flexibility and experiment
Flexibility to new idea
Entrepreneurship
Experience and experiment
Flexibility and decision marketing

Slater & Narver 1995
Slater & Narver 1995
Alegre & Chiva 2008

Knowledge transform
Group oriented and memory oriented
Team working
Learning oriented

Kandemir & Hult 2005, Stata 1989
stata 1989
Wu & Cavusgil 2006

Innovation was known as critical tools for value creation and sustainable competitive advantage at complex environment. Organizations that have high innovations will be more successful. Starting point of innovation is knowledge, expert, and human resource commitments (Sadegh and Mogtashami, 2011).

The final aim of organizational innovation is new knowledge and new implementation. They always seek to improvement. It depends on organizational capabilities and its combination to knowledge.

Organizational learning supports new and innovative idea. Totally, management research put emphasizes on key role of innovation and organization learning that lead to competitive advantage (Correa et al, 2007)
Fig 1 indicate research conceptual framework.

According to this research hypostatize are:
1-1) Organizational memory has significant relationship to organizational innovation
1-2) Organizational memory has significant relationship to market innovation
2-1) organizational learning has significant relationship to organizational innovation.
2-2) organizational learning has significant relationship to market innovation.
3) Organizational innovation has significant relationship to sustainable competitive advantage.
4) Market innovation has significant relationship to sustainable competitive advantage.

Statistical society of this article is Guilan’s Melli bank branch that equal to 138branch. Sample is 112 according to Kocran formula, but 120 questioner were speared. Data was gathered by questioner which distributed according to branches. Alfa rate for organizational memory, organizational learning, organizational innovation, market innovation and competitive advantage is 0/841, 0/891, 0/833, 0/766 and 0/833 respectively. Data was analyzed by SEM and Lisrel software.

Result and discussions:
At first, we assure that data is in the normal distribution fig 2 represented the standard model of research framework.
This fig indicates the significant relationship among research criteria, and take about accept or reject of research hypostatize. Fig 3 shows research conceptual framework at significant mood.
Fig 3 research conceptual framework at significant mood

Chi-Square=360.10, df=182, P-value=0.00000, RMSEA=0.066

Research hypostatize test are represented at table 2.

Table 2: research hypostatize test

<table>
<thead>
<tr>
<th>No</th>
<th>Hypostatize</th>
<th>t-test</th>
<th>Relationship rate</th>
<th>Accept or reject</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Organizational memory has significant relationship to organizational innovation</td>
<td>2/01</td>
<td>0/28</td>
<td>accept</td>
</tr>
<tr>
<td>2</td>
<td>Organizational memory has significant relationship to organizational innovation</td>
<td>2/46</td>
<td>0/50</td>
<td>accept</td>
</tr>
<tr>
<td></td>
<td>market innovation</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>---</td>
<td>----------------------------------------------------------------------------------</td>
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<td>---</td>
</tr>
<tr>
<td>3</td>
<td>organizational learning has significant relationship to organizational innovation.</td>
<td>4/04</td>
<td>0/50</td>
<td>accept</td>
</tr>
<tr>
<td>4</td>
<td>organizational learning has significant relationship to market innovation.</td>
<td>2/24</td>
<td>0/30</td>
<td>accept</td>
</tr>
<tr>
<td>5</td>
<td>organizational innovation has significant relationship to sustainable competitive advantage.</td>
<td>2/60</td>
<td>0/48</td>
<td>accept</td>
</tr>
<tr>
<td>6</td>
<td>market innovation has significant relationship to sustainable competitive advantage.</td>
<td>2/62</td>
<td>0/44</td>
<td>accept</td>
</tr>
</tbody>
</table>

According to the result, organizational memory and organizational learning are to competitive advantage. It also has significant relationship to organizational innovation and mark innovations at Melli bank in other words, it can be conclude that if organizational learning develop at bank, and was used existing knowledge, it lead to competitive advantage. Managers should be pay attention to both innovations. Organizational capabilities play key role at innovation creation. Explicit and implicit knowledge at organizations help to innovation implementation.

There are some limitations for this article. In addition to time limitation, development of statistical society was another limitation that researcher face to it during questioner destituions.
References