

REVIEW OF RESEARCH

STUDY OF THE RELATIONSHIPS BETWEEN ORGANIZATIONAL CULTURE AND ESTABLISHMENT OF KNOWLEDGE MANAGEMENT (CASE STUDY: THE SPORTS AND YOUTH ORGANIZATION OF ILAM PROVINCE, IRAN)



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Abstract :

Nowadays, organizations need to change and adjust their structures and processes in accordance with the environmental requirements; of course, prerequisite of every change is identifying and studying culture of that organization. For this purpose, the present article has studied the relationship between organizational culture and knowledge management among the staff in the Sports and Youth Organization of Ilam Province. In carrying out this research, we have applied survey method based on section models, and the statistical society is the entire staff of Sports and Youth Organization of Ilam i.e. 34 members who are all selected as the sample size, and the required information was collected through the tools of questionnaires. Studying the findings show that there is a direct and meaningful correlation between variables of leading style, organizational identity, adjustment with the discrepancy phenomenon, management support, system control as well as reward system, and knowledge management of the repliers. All hypothesis of the research are approved. Interpretation of results from regression analysis shows that independent variables, in the order of their importance in indicating the dependent variable, have entered the equation in five stages and they have altogether explained over 76% of the changes of the dependent variable. Thoroughly, evaluation of the findings shows that the model of present research has a strong ability of explanation and prediction.

Keywords: Organizational Culture, Knowledge Management, Physical Education, Ilam.

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INTRODUCTION

With the increase of the competition level in the working environments, high expenses of human resources, instability and variation of working forces, the organizations have actively been convinced to make a more effective use of the knowledge and proficiency known as intellectual asset which is covert in the human resources of the organization (Alavi, 2001: 107-136). Therefore, some organizations apply knowledge management as the main guideline for improving the competitive merit of their organizations. In other words, by relying on a superior knowledge, they find the possibility to make more sensible decisions in important issues and to improve the performances based on knowledge. In this way, knowledge management is considered to be an issue more important than knowledge itself which is trying to explain and clarify the way information and knowledge of individuals and of organizations are turned into individual and collective knowledge and skills (Probest, 2000).

Although at the beginning of the path of knowledge management, IT was mentioned to be the main element in its accomplishment, now a considerable number of researchers and intellectuals speak of culture as the influential factor in accomplishing and practicing knowledge management. In order to meet their objectives, organizations have to make changes and assimilations to their structures and processes with the environmental requirements; of course, prerequisite of every change is identification and studying the organizational culture (Townley, 2001: 44-55).

Stanley Divis regards organizational culture as a pattern of common values and beliefs which gives meaning and sense to the members of the organization and provides instructions for their behaviors in the organization. Organizational culture reflects some features of the organization which influence daily activities of the staff and their relationships and guide them in how to build relationships and how to develop behaviors.

Stephen Robbins believes that organizational culture is a system of common deduction that the members have from an organization and this is the element distinguishes two organizations from each other. In a system where members make deductions about it, there is a series of main features which the organization acknowledges and values them. According to Robbins, organizational culture influences all aspects of organization, and this influence is clearly identifiable in the aspects of individual behavior and organizational function, decision-making, planning, compiling policies and instructions, provocation and job satisfaction, creativity and innovation, duties, commitments and objectives. He believes that if making changes in the strategies and structure is not accompanied by support of organizational culture, it usually fails; and in fact, one of the helps that the patterns of organizational culture provide for the organization is that they identify different elements and factors that form an organizational culture and unify it. Robbins mentions fourteen features which represent essence of organizational culture. In pattern and study of this article, the following five features are discussed: management support, organizational identity, reward system, adjustment with the discrepancy phenomenon, control system and leadership style (Robbins, 2005).

Considering the importance of the role of organizational culture indicators in the process of knowledge management, different surveys have been conducted in sports so far (Rahmati Asl, 2011). In the study "the relationship between organizational culture and knowledge management in the Islamic Republic of Iran National Committee of Olympics", it was presented that there is a meaningful relationship between organizational culture as well as its factors, and knowledge management. Also the results of regression test showed that adjustability, correspondence and assignment, are meaningful predictions for knowledge management (Saffari, 2010). In a survey titled "the relationship between organizational culture and establishment of knowledge management in the Physical Education Organization from the viewpoints of experts of this organization", it was demonstrated that the situation of organizational culture and establishment of management with knowledge in this organization was in a level lower than medium. Also there has been a meaningful relationship between these two variables (Gudarzi, 2009). In studying "the relationship between organizational culture and knowledge management of central managers of Physical Education Organization", it was showed that the relationship between allotment culture and transfer of knowledge was meaningful and the high level of this culture was correlated with the high level of knowledge transference. Also the relationship between constant learning, and creation and transference of knowledge was meaningful; and high level of constant learning was correlated with the high levels of the two of them. On the other side, a meaningful relationship was achieved between production and transference of knowledge in which high level of one indicator was correlated to the high level of the other (Muharram Zadeh, 2009). In "studying the relationship between organizational culture and establishment of management knowledge in the offices of physical education in West Azerbaijan", it was revealed that the repliers evaluated the situation of organizational culture and knowledge management in the physical education departments of this province as medium. The results prove that there is a positive and meaningful relationship between organizational culture as well as its indicators (management support, organizational belonging, individual creativity, adjustment with the discrepancy phenomenon and style of leadership), and establishment of knowledge management (Ghahraman Tabrizi, 2005). In a study titled "the relationship between organizational culture and creativity of faculty members of physical education departments in the state universities of the country", it was indicated that organizational culture as a facilitating and provoking element effects the amount of creativity in people directly or indirectly. (Ghahraman Tabrizi, 2005).

In considering the organizational culture and knowledge management in sports, the present article seeks to study the relationship between organizational culture and establishment of knowledge management among the staff of Sports and Youth Organization of Ilam. Every organization needs to do some useful things to continue its existence. The

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public objectives determined by the organization designers have to lead to production of products or services that are useful for members of that organization, for other organizations or for the public (Rezaee Sufi, 2012). Sports organizations are mostly non-profit, but they are responsible for development and progress of sports in their countries, and the tools and structures that facilitate the arrangements for creation and spread of knowledge for maintenance and development in these organizations are very important and can change their performance (Wong, 2005).

HYPOTHESES OF RESEARCH

It seems that:

1. There is relationship between management support (relations) and establishment of knowledge management.
2. There is relationship between organizational identity and establishment of knowledge management.
3. There is relationship between reward system and establishment of knowledge management.
4. There is relationship between adjustment with the discrepancy phenomenon and establishment of knowledge management.
5. There is relationship between control system and establishment of knowledge management.
6. There is relationship between style of leadership and establishment of knowledge management.

RESEARCH METHODOLOGY

In doing this research, survey method was applied based on section models. The statistical society of this survey is the entire staff of Sports and Youth Organization of Ilam Province. Considering the few number members in the statistical society (34 people), all members were selected as sample size, and the required data was collected through the tools of questionnaires. It was in this way that at first, the target variables were conceptually and operationally defined, and then for evaluating them, a questionnaire was designed and distributed among the samples. To test the validity of questionnaire, we used ostensible validity and to test reliability, we applied Cronbach's Alpha technique, and the items with alphas lower than 70% were eliminated as unstable items.

Table 1. The value of Cronbach's Alpha variables

Spectrum	Management support	Organizational identity	Reward system	Adjustment with discrepancy phenomenon	Control system	Leadership system	Knowledge management
Number of items	3	3	3	5	3	3	18
Alpha value	71	74	80	86	81	81	95

FINDINGS OF RESEARCH

-Descriptive Analysis

Evaluation of findings in age distribution of repliers show that among them, surface, medium and average of age were respectively 28, 35 and 35.5. The gender situations of the repliers show that 64.7 of repliers were male and 35.3 were females. Also over 70% of repliers were married. Approximately, 60% of the members were doing group sports, 15% martial sports, and 22% other individual sports. Considering the education, a little more than 70% had bachelor's degree, 12% had master's degree and the rest, had diploma. Regarding the type of employment, 41% were officially employed, nearly 15% contractual, and 44% were contract employers.

-Deductive Analysis

Analysis of the findings of table2 suggest that considering the values of meaning with ($p=0.00$) and the achieved coefficients, there is direct correlation and 99% meaningfulness between variables of leadership system ($r=0.817$), organizational identity ($r=0.711$), adjustment with discrepancy phenomenon ($r=0.701$), management support ($r=0.621$), control system ($r=0.609$) and reward system ($r=0.591$) and knowledge management of the staff in the Sports and Youth Organization of Ilam Province, and all hypotheses of research were approved.

Table 2. Test of research hypotheses

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Hypothesis	Number	Pearson's Coefficient	Meaningfulness
There is relationship between style of leadership and establishment of knowledge management.	33	0.817**	0.00
There is relationship between organizational identity and establishment of knowledge management.	33	0.711**	0.00
There is relationship between adjustment with the discrepancy phenomenon and establishment of knowledge management.	34	0.701**	0.00
There is relationship between management support (relations) and establishment of knowledge management.	34	0.621**	0.00
There is relationship between control system and establishment of knowledge management.	34	0.609**	0.00
There is relationship between reward system and establishment of knowledge management.	34	0.591**	0.00

Regression Analysis

Interpretation of results from regression analysis shows that independent variables enter equation in five stages in the order of their importance in expressing independent variable; and in the final stage, the variables of management support and leadership system with the correlation of 0.875 and determination coefficient of 0.766 totally have explained more than 76% of the changes of dependent variable (table 3). Considering the signs of B coefficients in table 4, it is observable that variables of management support ($B=2.001$) and leadership style ($B=2.004$) have positive effects on establishment of knowledge management. In other words, these factors have direct relationship with the dependent variable. Altogether, evaluation of findings shows that the model of this survey has a high capability to explanation and prediction.

Table 3. Step-by-step regression analysis for prediction of dependent variable

Stage	R	R2	R2 Changes	Standard Error
First	0/875	0/766	7/34156	7/34156
Second	0/874	0/765	7/22191	7/22191
Third	0/873	0/763	7/11747	7/11747
Fourth	0/872	0/761	7/01386	7/01386
Fifth	0/87	0/757	6/94488	6/94488
Constant=4/027		Sig=0/000		

Table 4. Elements inside the equation for prediction of dependent variable

Variable Name	B Coefficients	T	Sig T
Management Support	2/001	3/370	0/02
Leadership Style	2/004	6/967	0/00

The five-variable equation of predicting regression regarding the table 4 for prediction of the value of establishment of knowledge management in the studied sample is as following:

Also, table 5 shows that the variables control system, reward system, adjustment with the discrepancy phenomenon and organizational identity are outside the equation. This doesn't mean that these variables are unimportant, but since in the stage by stage method, the objective is to select best variables or variables for prediction, this result happens because of existence of correlation between variables outside equation with the variables inside equation.

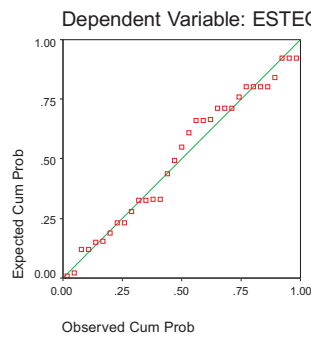
Table 5. Variables extracted from the equation in the step-by-step method.

Entered Variable	Minor correlation	Beta	T	Sig T
Control System	-0/017	-0/014	-0/091	0/928
Reward System	-0/011	-0/09	-0/057	0/955
Adjustment with Discrepancy Phenomenon	0/108	0/111	0/573	0/571
Organizational Identity	0/123	0/104	0/658	0/516

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For measuring Multicollinearity in independent variables, two methods of Tolerance Value and Inflation Element of Variance are applied. In diagram 1, the spots on the diameter show that the observed aggregative probability is the same as the expected aggregative probability. In fact, the more spots gather around diameter, the dependent variable can be predicted more accurately. In the diagram below, it is observed that there is correlation between dependent variable and other variables. This diagram shows how much this line overlaps with reality. If the line is completely graceful, every case of observed aggregative probability should be equal to the expected aggregative probability and the spot should fall on the line 45°, but it is observed that spots have deviation from the line and mainly are dispersed in two sides.

Normal P-P Plot of Regression Stand



Scatterplot

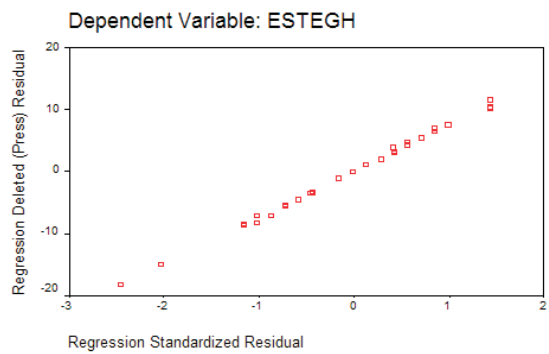
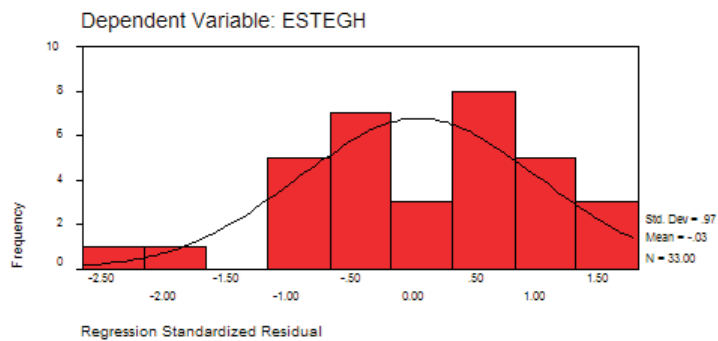


Chart 2. The chart of the transmittal of remnants against prediction for evaluation of the final model
Chart 3. The normal distribution of standardized remnants

Histogram



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DISCUSSION AND CONCLUSION

Nowadays, in order to meet their objectives, organizations have to change and adjust their structures and processes with the environmental requirements; of course, prerequisite of every change is identifying and studying the culture of that organization. In fact, organizational culture is a necessity for successful knowledge management. Culture is an identifier of beliefs, values, norms and social etiquettes and supervises behaviors and actions of the members of organization. Altogether, a culture is the supporter of its knowledge management that values knowledge and encourages its allotment, creation and application. The greatest challenge in the efforts of knowledge management is developing such a culture (Wong, 2005). Along with considering the establishment of management in the organizations and the indicators of organizational culture related to it, the present article has studied the relationship between organizational culture and knowledge management among the staff of the Sports and Youth Organization of Ilam Province. In carrying out this study, we applied survey method based on section models, and the statistical society is the entire staff of the Sports and Youth Organization of Ilam Province i.e. 34 members and all members were selected as the sample size and the target information was collected through the tools of questionnaires. In selecting the basic variables of this article, we applied Robins Model. Robins refers to 14 features that identify and represent the essence of organizational culture out of which we applied five features in this study i.e. management support, organizational identity, reward system, adjustment with discrepancy phenomenon, control system and leadership style.

Interpretation of the results of regression analysis shows that independent variables, according to the order of their importance in explaining the dependant variable, have entered the equation in five stages and have totally indicated more than 76% of dependent changes of variables. Generally, the evaluation of achievements shows that the model of this survey has a high power of explanation and prediction.

Study of findings show that there is a direct and meaningful correlation between variables of leading style, organizational identity, adjustment with the discrepancy phenomenon, management support, system control as well as reward system, and knowledge management of the repliers. The value of correlation coefficient between organizational culture and establishment of knowledge management shows that organizational culture has a basic role in the Sports and Youth Organization for establishing knowledge management and the stronger the organizational culture is, establishment of knowledge management as well will be done more successfully. Then, it can be claimed that as the basic and fundamental characteristic of physical education department, organizational culture has an effective role in establishing the system of knowledge management, and so that the organization could effectively regulate its knowledge and spread it all over the organization, it firstly has to pay attention to the organizational culture. Studies of Saffari (2010), Gudarzi (2009), Rahmati Asl (2011), Muharram Zadeh (2009), Norman (2007), and Wing (2005) correspond with the findings of this survey and approve of its findings.

Knowledge management which is one of the ways to improve performance of the Sports and Youth Organization is also considered as a competitive facility for them. It can be successfully carried out in the organization when the fundamental cultural preparations convenient to the system have been provided. Hence, in order to carry out the knowledge management, the Sports and Youth Organization should initially lay the culture appropriate to it and act upon it.

Considering the results of survey, it is suggested to:

- Encourage the staff to obtain new knowledge and develop and spread it in the Sports and Youth Organization by valuing individual creativity through giving the staff freedom of action and encouraging them for innovation.
- The leadership system in the Sports and Youth Organization by reinforcement and giving responsibility to members will have a great role in establishment of knowledge management in the organization.
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The process of knowledge management has to be supervised and reviewed consistently and during distinct periods of time. For example, it is possible that one of the reasons for low efficiency of organization knowledge system is inability in using the figurative knowledge of staff; in this case, it is necessary to apply appropriate techniques, methods and technologies so that this important and valuable sources of the organization gets into the operational circle and lead to improvement of productivity, and as a result, to increase of key indicators of performance.

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