

Comparison of Knowledge Management in Sport and Youth Departments of Khuzestan and Alborz Provinces and Its Relationship with Organizational Culture

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Abstract

The purpose of this study was to compare knowledge management in sport and youth departments of Khuzestan and Alborz provinces and its relationship with organizational culture. This research is a causal-comparative research and is a practical purpose. The statistical population consisted of all managers, heads of departments and experts of sport departments and youths in Khuzestan and Alborz provinces, with 84 and 72 respectively. Therefore, because of the limited number of subjects, the statistical sample of this study was equal to its society. To collect data in this research, two organizational culture and knowledge management questionnaires were used which their reliability was 0.91 and 0.84 based on Cronbach's alpha, respectively. In order to analyze the data, descriptive statistics including central tendency indicators and dispersion indices and each of the research hypotheses with inferential statistical methods and using SPSS software version 20 and EXCEL version 2010 was tested. Organizational culture in the two provinces was in a five-degree continuum, and knowledge management status in the two provinces was moderate in a five-degree continuum. There was no significant difference between knowledge management in two departments of sport and youth in Khuzestan and Alborz provinces at the level of $\alpha = 0.05$. There was also a positive and significant relationship between organizational culture and knowledge management at the level of $\alpha = 0.05$. There was a positive and significant relationship between organizational culture and subscales of knowledge management (knowledge creation, knowledge dissemination, knowledge absorption, knowledge storage, knowledge organization and knowledge application) at the level of $\alpha = 0.05$.

Keywords

Department of Sports and Youth, Organizational Culture, Knowledge Management

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1. Introduction

In recent years, the subject of knowledge has become a discussion of scientific circles and practical fields. Knowledge creates a competitive advantage, and organizations that are not capable of acquiring their own work knowledge and using it are compelled to fail in the realm of competition. One of the tools that can assist

organizations in delivering this goal, Knowledge management. But this alone is not enough, because the organization's success in implementing any strategy, such as knowledge management, largely depends on the support and support of the organizational culture of that strategy. The efforts of organizations to become a knowledge-based organization would be successful if there were cultural features necessary for the implementation of knowledge management in the organization [1]. Evidence is based on the

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fact that today, advanced societies have the power to take advantage of the advanced knowledge available to them, and have realized the fact that knowledge management needs to be in line with existing organizational culture [2]; Because in each organization there is a culture unique to that organization that shows people the way of understanding and meaningful events. Therefore, organizational culture can be used as a powerful lever for strengthening knowledge management. Therefore, in the discussion of the necessity of using knowledge management in an organization, it is essential that the successful implementation of knowledge management is the existence of a culture that promotes faith in sharing and collective thinking. Knowledge management is a process that helps organizations find, organize, and publish important information, and can use it for activities such as problem solving and decision making. In fact, the main capital of existing organizations is the knowledge they possess. Leading organizations, which lead the global market, are the ones who are able to seize the most, most credible and up-to-date human knowledge in their business world [3]. But it should be noted that, in order for organizations to have an effective use of knowledge and to apply it optimally, they must first be able to manage their employees' knowledge and organizational knowledge correctly. In this way, the challenges facing organizations are the most important, ensuring the participation of members in sharing knowledge, collaborating and reusing knowledge for results, and more. This important issue must be reshaped by changing the culture of the organization, and cultural culture dominates the organization to create persuasion of avoidance and a space of intimacy and trust [4]. Knowledge management is a process that helps organizations find, organize, and publish important information and use it for activities such as problem solving and decision making. Greener et al. (2007) identified knowledge management as including all activities that compete with knowledge in pursuit of organizational goals in order to cope with environmental challenges and to remain in the marketplace [3]. According to Jihon and Sang (2009), knowledge management is an attempt to discover organizational assets, so that a wide range of people involved in the decision making of the organization have access to this wealth [5]. In fact, organizational culture is a must for successful management of knowledge. The culture represents the beliefs, values, norms and social customs and observes the behavior and actions of individuals in the organization. In general, a knowledge management culture is to encourage value-added knowledge, and the sharing, creativity and application of it. The greatest challenge in knowledge management efforts is the development of such a culture [6]. In order for organizations to have an effective use of knowledge and to apply it optimally, they must first and

foremost be able to properly manage the knowledge of their employees and their organizational knowledge. In this regard, knowledge management with such factors as saving and increasing efficiency, creating new opportunities, changing and innovating, better utilizing human resources, increasing process speeds and maintaining work continuity, which are the benefits of knowledge management to the organization, Can improve organizational performance, But in this way, there are challenges ahead for organizations, the most important of which is to ensure members' participation in knowledge sharing, collaboration and re-use of knowledge for the desired outcomes. This important issue must be intertwined with the change in the culture of the organization, and a culture governed by the organization that creates the avoidance of knowledge of avoidance and the atmosphere of intimacy and trust [7, 8]. The most important barrier to the effective implementation of knowledge management in the organization is the lack of a culture of knowledge sharing and the lack of understanding of the many benefits of knowledge management among employees [39]. Research also shows that knowledge-based culture, which includes the values and beliefs of the organization's members in relation to the concepts of information and knowledge, is one of the most important factors in the success of knowledge management [10]. Organizational culture, in the form of a set of common beliefs and values that affects the behavior of the members of the organization, can be a source of protection and dynamism or a barrier to progress [11]. This potential impact stems from the impact that organizational culture has on employee behavior, and with influences that affect individuals' behavior, will be beneficial to the organization, or unprofitable and destructive. Therefore, organizational culture determines the manner of doing things for employees of the organization. Organizational culture is shaped by various factors such as society, technology, market and competition; therefore, every society, organization, and even organizational unit has its own organizational culture [12]. Most of the research on corporate culture over the past two decades has been found in administrative, commercial and industrial areas, and less research has been done in the field of sports, and in particular through new frameworks [13]. Akhavan and Jafari (2006) consider cultural factors as failures of knowledge management that can be solved by solving problems, turning failures into success. They have introduced a knowledge-based culture, a culture that values knowledge, and encourages its creation, sharing and utilization [14]. Bozbora (2007) showed that managers fear to lose control of company knowledge by exchanging information between themselves and employees [15]. Suzanne et al. (2004) identified the effectiveness of knowledge management as a knowledge management, knowledge management, the link between culture and

organizational learning, as influenced by social conditions [16]. Gens and Alfman (2004) point to successful knowledge management models for a knowledge culture that supports the exchange and application of knowledge and support of senior managers, including resource allocation, leadership, and training. This kind of organizational culture and employee involvement in decision making, planning and evaluation, accountability in the exchange and distribution of knowledge are critical factors in updating knowledge management, which Huang (2005) has stated [17, 18].

2. Method

The method of this research is descriptive, and since it examines the status quo and describes the demographic characteristics, it is a survey type and since it is a correlation between the variables or the relationship between them. In categorization according to the purpose, this research is considered as an applied research. The statistical society of all managers (including: director, deputy, head), heads of sports boards and experts of sports departments and youth of Khuzestan and Alborz provinces, whose number was 84 and 72, respectively, and 156 People, therefore, because of the limited number of subjects, the statistical sample of this research is equal to its society.

Measurement tool

1. Organizational Culture Assessment Questionnaire (OCAQ)

In order to assess organizational culture in this research, organizational culture assessment questionnaire (OCAQ) was used. The questionnaire has 30 questions that are measured

based on the five-point Likert scale (from -1 to always -5). Each six questions measure an indicator and collectively the organizational culture. The questionnaire was prepared and standardized by Marshall Sashgin in 2001 (last revision).

2. Knowledge management questionnaire by Sheron Lawson

Knowledge management questionnaire by Sheron Lawson has been used to measure knowledge management. Knowledge management questionnaire investigates the components of creating, absorbing, organizing, storing, disseminating and applying knowledge. Evaluate each component with 4 questions along the five-point Likert scale (very high, high, moderate, low, and very low). The questionnaire consists of 24 questions. Validity of KM questionnaire was proved by Lawson's correlation between each component of the questionnaire [19].

In a preliminary study conducted on 30 people, validity and reliability of questionnaires were evaluated. The Cronbach's alpha coefficient for organizational culture questionnaire was equal to ($\alpha = 0.91$) and for knowledge management questionnaire ($\alpha = 0.84$). Descriptive statistics such as mean, minimum, maximum, frequency, percentage and standard deviation were used to describe the variables in the research community. At the level of inferential statistics, KS statistical technique was used to determine the status of the data. According to the significance level of the Kolmogorov-Smirnov test, Spearman correlation coefficient is used to test the research hypotheses at the significance level ($\alpha = 0.05$). Each research hypothesis was tested by inferential statistical methods using SPSS software version 20 and EXCEL version 2010.

3. Result

Table 1. Organizational Position and Field of Study.

Variable	Khuzestan		Alborz		
	Abundance	Percent	Abundance	Percent	
Organizational position	manager	10	11.9	8	1.11
	Expert	26	9.3	18	25
	Chairman of the Board	48	2.57	46	63.9
	Total	84	100	72	100
Field of Study	Physical Education	28	3.33	24	3.33
	Management	12	3.14	10	9.13
	Other disciplines	44	4.52	38	8.52
	Total	84	100	72	100

Descriptive analysis of information about individual characteristics of the statistical samples showed that most of the members of the community in two provinces were headed by the factions (57.2% in Khuzestan and 63.9% in Alborz) and then experts (30.9% in Khuzestan and 25% in Alborz) In

addition, few members (11.9% in Khuzestan and 11.1% in Alborz) include managers. Also, most members of the community studied in two provinces (52.4% in Khuzestan and 52.8% in Alborz) in non-physical education and management fields. (Table 1)

Table 2. Results of Pearson Correlation Coefficient for Organizational Culture and Knowledge Management.

Variable	Statistical index	Number	Correlation value	significance level
Organizational Culture - Knowledge Management		156	0.71	0.001

Determining the relationship between organizational culture and knowledge management in sport departments and youths in Khuzestan and Alborz provinces were among the main objectives of this research, which was examined through Pearson correlation coefficient. The results of Pearson's

correlation coefficient showed that there is a positive and significant correlation between organizational culture and knowledge management in the population under study at the level of α 0.05 ($r = 0.71$) (Table 2).

Table 3. Pearson correlation coefficient for organizational culture and knowledge management components.

Variable	Statistical index	Number	Correlation value	significance level
Organizational Culture - Knowledge Creation		156	69	1
Organizational Culture - Attracting Knowledge		156	58	1
Organizational Culture - Knowledge Organization		156	65	1
Organizational Culture - Knowledge Storage		156	63	1
Organizational Culture - Publication of Knowledge		156	60	1
Organizational culture - Knowledge application		156	67	1

In addition, the specific objectives of this research were to determine the relationship between organizational culture and knowledge management components. The results of the research showed that there is a positive and significant relationship between organizational culture and all components of knowledge management (knowledge creation, knowledge absorption, knowledge organization, knowledge storage, knowledge dissemination and knowledge use) at the level of $\alpha = 0.05$. Knowledge generation was the highest ($r = 0.69$) and knowledge absorption showed the lowest ($r = 0.58$) ratio of communication with organizational culture (Table 3).

4. Discussion

Today, knowledge is not only necessary for the survival of organizations, but the success of organizations depends on achieving knowledge and deep understanding of it at all levels; therefore, by accepting the status of knowledge as an important factor in decision making, Organizations are more willing to adopt technologies that speed up the knowledge management process. This requires the existence of a supportive and coordinated culture that covers all parts of the organization. The results of the analysis of the main hypothesis show that the organizational culture in the sport and youth departments of Khuzestan and Alborz Provinces almost 70% can affect knowledge management. This conclusion suggests that the organizational culture existing in the sport and youth departments of the provinces of Khuzestan and Alborz is a knowledge-based culture supporting knowledge activities. Therefore, the existing organizational culture as the personality and foundation of the organization has an effective role in establishing knowledge management and the general departments of sport and youth in the provinces of Khuzestan

and Alborz. In order to effectively deploy knowledge and to spread throughout the organization, the organizational culture pays attention. Sports and Youth Departments of Khuzestan and Alborz Provinces in order to better utilize knowledge management deployment programs. And successfully implementing knowledge management in the organization, they need to first identify their organizational culture and implement knowledge management programs in line with existing organizational culture. Here, we can say that organizational culture barriers are one of the main obstacles that knowledge managers need to seriously address this issue in order to successfully implement knowledge management programs. The results of the research show that there is a significant relationship between organizational culture and knowledge management in sport departments and youth in Khuzestan and Alborz provinces. The research carried out in this field is in line with the results of this research and confirms it. One can mention the results of Brandt 2009 [20], Congs 2005 [21], Lawson 2003 [19], Lane Liu and Chanj 2004 [22], and Zheng 2005 [23]. Which consider organizational culture as the basis for the effective deployment of knowledge management; meaning that the values of the governing bodies can be effective in the deployment and implementation of knowledge management plans and plans. On this basis, it can be concluded that organizational culture plays a fundamental role in the management of knowledge and, as much as organizational culture is more powerful, knowledge management will be more successfully implemented; therefore, organizational culture as a personality and fundamental foundation The organization has a prominent role in establishing a knowledge management system and in order to be able to effectively organize the knowledge of the organization. And distributed throughout the organization, first

of all, we have to pay attention to organizational culture. In fact, a culture must be dominated by organizations that create the avoidance of knowledge of avoidance and create a space of intimacy and trust so that the organization can ensure the optimal use of knowledge with its environmental challenges and its survival. Also, the results showed that there is a positive and significant relationship between organizational culture with all components of knowledge management (knowledge creation, knowledge absorption, knowledge organization, knowledge storage, knowledge dissemination and knowledge use). These findings are consistent with the results of the research conducted by Nonaka et al., 1998 (24), Gruber 2000 [25], Patricia Kupes 2001 [26], Lane Liu and Chanj 2004 [22], and Lieder et al. 2006 [27].

5. Conclusion

Considering these findings and looking at the results of research in this field, it can be stated that organizational culture plays an important role in the creation and creation of knowledge in the organization, and if the organizational culture of individuals in sharing and sharing Knowledge transfer (which generates knowledge in the organization) can be followed by the arrival of new information and knowledge for the organization. In addition, the organization can take an important step in gaining knowledge through programs such as congresses and congresses with members, and giving people the opportunity and time to study and share knowledge. According to this finding, it seems that with a well-descriptive explanation, knowledge can be preserved and stored in the organization, thereby transferring knowledge in the organization from generation to generation and from experienced staff to new employees. Thus, with the departure of individuals from the organization, their knowledge is preserved, and the time and cost the organization has expended to reach the level of knowledge needed to do their work is not waste; therefore, new employees They can enter the knowledge of previous employees and thus the organization can maintain the work. The culture of any organization can spread knowledge across the organization by creating a climate of trust among employees, creating a reward system, and encouraging individuals to share and share their knowledge. Since the greatest challenge in knowledge management is the trust of members in the organization and the confidence among members to share knowledge, distribution and reuse of knowledge to achieve results, organizational culture can be considered as a tool. Appropriate in solving this challenge, and finally, the existence of a suitable culture in the organization could provide a platform for the development of the knowledge of individuals and its application in new situations, and created the potential for knowledge for Competitive needs are used and the rapid communication between knowledge

sources is created to solve problems in the organization. Regarding the results of this study, it is suggested that the officials of all departments of sport and youth of the country, with the management of organizational culture change, maintain and strengthen the useful and effective cultural management features in knowledge management and modify or modify the undesirable and ineffective features. To make Also, it is suggested that workshops and training courses be organized to familiarize the organizations of sports organizations with the concept of organizational culture and management in order to establish an organizational culture for increasing the level of knowledge creation. We also welcome the production of new knowledge by our employees and encourage them to continue to do so. Organizational structure, culture, and strategy are three key organizational assets that have been studied extensively in their association with organizational effectiveness. However, how they pass their influence onto organizational effectiveness is an understudied question. [27].

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