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Determining the relationship between organizational structure and knowledge of management among the experts of physical education organization

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ABSTRACT

In order to gain and sustain a competitive advantage in the global economy, today's organizations need to effectively mobilize their knowledge resources. Knowledge management is the organizational optimization of knowledge to achieve enhanced performance through the use of various methods and techniques. the purpose of this study was to determine the relationship between organizational structure and knowledge management in employees of sport organization of Iran Islamic Republic. The method of this research was descriptive-survey and correlation. First data gathered by field method via censes of staff managers of physical education organization by two questionnaires. The content validity of these questionnaires was confirmed by officers of management faculty of university of Tehran and their reliabilities were obtained by Krunbakh Alpha again (KM=0/89 and organizational structure=0/86). Finally 107 questionnaires were returned and analyzed Results were optioned by SPSS in tow levels of descriptive (internal tendency, variability) and inferential (spearman and Pearson correlation) Statistics. The significant relationship was showed between formalization with knowledge creation and transfer(p= 0/009) (p= 0/008) and high level of formalization with down levels of creation and transfer of knowledge were correlated (r=-0/27)(r=-0/365).The relationships between centralization and creation and transfer of knowledge were significant (p=0/017)(p=0/005) and high level of centralization with down levels of creation and transfer of knowledge were correlated (r=-0/401)(r=-0/485). There was significant relationship between complexity and creation and transfer of knowledge (p=0/041) (p=0/023) that high level of complexity correlated with high level of creation and knowledge transfer(r=-0/145)(r=-0/185).The relationship between creation and transfer of knowledge was significant (p=0/002) which high levels of those were correlated (r= 0/652). With corrective of organizational structure can provide field for application of knowledge management.

Keywords: Knowledge, Knowledge Management, organizational structure, employees of sport organization of Iran.

INTRODUCTION

With the rapid and continuous changes of Information technology and internet, the traditional business models have to adapt to the business environment to survive[3].Globalization and competition led the knowledge to be known as the most valuable strategic source and the

organization's most outstanding ability was to utilize knowledge to make advantage of market opportunities and find solutions for the problems[4].Since knowledge has achieved a prominent strategic role, many of the companies have effectively used knowledge management due to the competitive advantage of knowledge and its power and influence. Knox Haggie and John Kingston [2007] stated that knowledge management is the reasonable and advised design of the processes, instruments and structures via internet with the purpose of enhanced renovation, participation and improvement and application of knowledge in three elements including structural, social, humanity and intellectual capital[3].Knowledge creation and knowledge transfer are considered to be two main activities of knowledge management. Creation and transfer of knowledge require special structure, culture and technology in the organization. Organizational structure represents the manner of organizing people and professions in an organization. Structure may courage or discourages knowledge management. Sport organization as the administrator of sport activities in the country and executor of the project of comprehensive system of developing physical education and sport in Iran requires to apply knowledge as the most prominent organizational source in the present age to adopt to the globalization and rapid changes of environment and winning the competition in international areas. So recognition of knowledge management backgrounds in the organization and implementation of this phenomenon is the first step and the most important issue of this organization. Considering the importance of this issue, the researcher tries to study the relation between organizational structure and knowledge management among the employees of Sport organization of Iran.

MATERIALS AND METHODS

The present study is a descriptive-survey and correlation research and with regard to the theoretical and scientific fundamentals of the research is an applied research[2].

Research statistical population: The statistical population of the research includes the employees of sport organization.

Data analysis method: The Robbins standard questionnaire has been used to evaluate and measure the organizational structure and Askari questionnaire has been used to measure knowledge management. The data has been collected and tested after investigation and summarization of the present data by window-based SPSS software (version 13).

Sample and sampling method: Since the number of the employees of sport organization of Iran has been 300 people, so the systematic sampling method has been applied. The number of sample members has been identified based on a formula and by applying the results of the preliminary studies on 126 individuals[6].To insure the receipt of more questionnaires from sample members, the number of 130 questionnaires has been distributed among which 116 questionnaires have finally been collected after frequent referrals. Having investigated the questionnaires and omitted the defective and incomplete cases, 107 questionnaires were selected for final analysis.

Description of variables related to individual characteristics

Gender: The 107 members of sample under investigation in sport organization comprise 46 male and 61 female members.

Table1. Number of population members, sample and questionnaires received from each division of sport organization of Iran

Row	Different divisions of Sport Organization	Number of Employees	Percentage out of the total population	Number of Sample	Number of Questionnaires received
1	Responsible president office	5	1.67	2	2
2	Performance evaluation and complains response office	13	4.33	6	6
3	Public relations and international affairs office	12	%4	6	5
4	Public and recreational sport development center	22	7.33	10	9
5	Championship and professional sport development center	60	%20	25	23
6	Coordination and provinces affairs deputy	45	%15	18	17
7	Resources and management development deputy	88	29.33	35	33
8	Parliament and legal deputy	18	%6	8	6
9	Selection	3	%1	1	1
10	Women sport development center	17	5.67	8	7
11	Security office	10	3.33	4	4
12	National office of sport development and management of Iran	2	%67	1	1
13	Informatics	2	%67	1	1
14	Administrative affairs	3	%1	1	1
Total		300	%100	126	116

Age: Diagram 2 shows that 29 individuals out of the total 107 members in sport organization are in the age between 20 to 30 years, 46 individuals are 31 to 40 years, 30 individuals are 41 to 50 years and 2 individuals are over 51 years old.

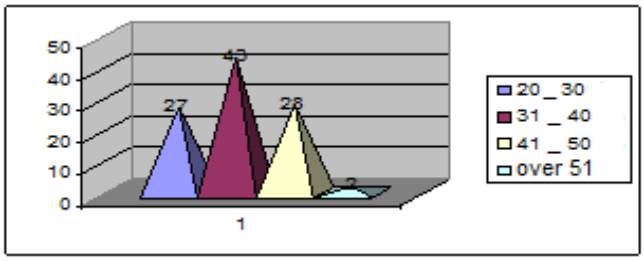

Diagram1. Distribution of the sample member age in sport organization

Marital Status: Among the 107 sample members under investigation in sport organization 35 individuals are single and 72 individuals are married.

Record of Service: Among 107 sample members under investigation, 15 individuals have record of service between 1 to 5 years, 43 individuals have 11 to 15 years record of service, 15 individuals have 16 to 20 years record of service and 12 individuals have more than 21 years record of service.

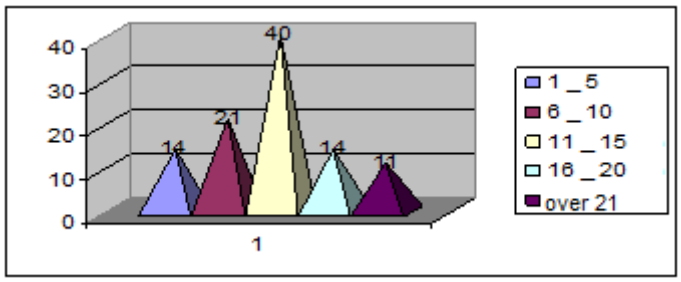

Diagram 2: Record of service of the employees under investigation in sport organization

Educational Status: Among the sample members under investigation, 12 individuals hold diploma degree, 15 individuals hold associated degree, 56 individuals hold bachelor's degree, 19 individuals hold master's degree and 5 individuals hold PhD degree.

Employment status: Among 107 sample members under investigation in sport organization, 68 individuals are employed as established worker (on probation-irrevocable) and 39 people are employed as non-permanent workers (Contractual-provisional).

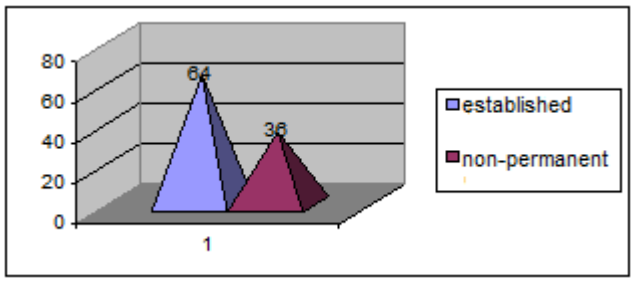

Diagram3. Employment status of employees in sport organization

Hypothesis test

In order to test 3 and 5 hypothesis, Spearman correlation test and for the rest of the hypotheses Pearson correlation test have been applied. Besides, the statistical level in which the hypothesis is accepted or rejected is reported by SPSS software (meaningfulness level is 0.01 or 0.05)

Hypothesis No.1 test:

As seen in table 2, the value of P is equal to 0.009, so the zero hypothesis is rejected and the research hypothesis is approved. The correlation value of -0.270 indicates the reverse relation between formality and knowledge creation.

Table2. Relation between formality and knowledge creation

Predicative variable	Criterion variable	Meaningfulness level	Error degree	Correlation coefficient	Result
Formality	Knowledge creation	0.009	0.01	-0.027	Zero hypothesis rejection

Hypothesis N.o2 test

As seen in table 3, the value of P is equal to 0.008, so the zero hypothesis is refused and research hypothesis is approved. Correlation value of -0.365 indicates the inverse relation between formality and knowledge transfer. So the high level of formality is correlated to the low level of knowledge transfer and vice versa.

Table3. Relation between formality and knowledge transfer

Predicative variable	Criterion variable	Meaningfulness level	Error degree	Correlation coefficient	Result
Formality	Knowledge transfer	0.008	0.01	-0.365	Zero hypothesis rejection

Hypothesis No.3 test

Table 4 shows that the value of P is equal to 0.017, so the zero hypothesis is refused and the research hypothesis is approved. The correlation value of 0.401 indicates the inverse relation between concentration and knowledge creation.

Table4: Relation between concentration and knowledge creation

Predicative variable	Criterion variable	Meaningfulness level	Error degree	Correlation coefficient	Result
Formality	Knowledge creation	0.017	0.05	-0.401	Zero hypothesis rejection

Hypothesis No. 4 test:

Table 5 shows that the value of P is equal to 0.005, so the zero hypothesis is refused and the research hypothesis is approved. Correlation value of 0.485 indicates the inverse relation between concentration and knowledge transfer which means that the high level of concentration is correlated to the low level of knowledge transfer and vice versa.

Table5. Relation between concentration and knowledge transfer

Predicative variable	Criterion variable	Meaningfulness level	Error degree	Correlation coefficient	Result
Concentration	Knowledge transfer	0.005	0.01	-0.485	Zero hypothesis rejection

Hypothesis No. 5 test:

As seen in table 6, the value of P is equal to 0.071, so the zero hypothesis is approved.

Table6. Relation between complexity and knowledge creation

Predicative variable	Criterion variable	Meaningfulness level	Error degree	Correlation coefficient	Result
Complexity	Knowledge creation	0.041	0.05	-0.145	Zero hypothesis rejection

Hypothesis No.6 test:

A seen in table 7, the value of P is equal to 0.023. Moreover, the correlation value of -0.185 indicates the inverse relation between complexity and knowledge transfer.

Table7. Relation between complexity and knowledge transfer

Predicative variable	Criterion variable	Meaningfulness level	Error degree	Correlation coefficient	Result
Complexity	Knowledge transfer	0.023	0.05	-0.185	Zero hypothesis rejection

Hypothesis No.7 test

As seen in table 8, the value of P is equal to 0.002, so the zero hypothesis is refused and the research hypothesis is approved. On the other hand the correlation value of 0.652 indicates that the high levels of these two criterions are correlated with each other.

Table8. Relation between knowledge creation and transfer

Predicative variable	Criterion variable	Meaningfulness level	Error degree	Correlation coefficient	Result
Knowledge creation	Knowledge transfer	0.002	0.01	0.652	Zero hypothesis rejection

DISCUSSION AND CONCLUSION

There is a meaningful and inverse relation between formality and knowledge transfer among sport organization employees which means that the high level of formality is correlated to the low level of knowledge creation and vice versa.

In internal researches, these findings are in the same direction with the following researches:
-Godarzi and Abotorabi[2007]in their research entitled "relation between information and communication technology and knowledge management" concluded that the ICT infrastructure is essential in the organization but it is not sufficient and the presence of such infrastructure along with the introduction to its application is one of the backgrounds of knowledge creation and transfer in the organization[3] .

In international researches, these findings are in the same direction with the following researches:
-Katherine et Al [2008] have presented an organizational structure based on the knowledge in which the mechanical aspects of organizational structure have reduced and organic aspects have been increased[1].There is a meaningful and inverse relation between concentration and knowledge creation, concentration and knowledge transfer and vice versa among sport organization employees. It means that high level of concentration is correlated with low level of knowledge creation and vice versa. These two hypothesis have been previously approved in Askari [2005], Abotorabi et al [2007] researches.[3,4]

In international researches, these findings are in the same direction with the following researches:
Genes and Alfman [2009] presented the infrastructures which provide the grounds for knowledge creation and culture, knowledge and the factors which enhance the employees' commitment in their knowledge management success model[9].

Bozbora[2009]has recognized the presence of non-concentrated structure in the creation of an environment in which the employees can participate in the spontaneous process of knowledge creation[5]There is a meaningful and inverse relation between complexity and knowledge creation and transfer among sport organization employees. These findings are not compatible with the results of Abotorabi[2007]and rastegari and Najafi[2010]findings which found no meaningful relation between complexity and knowledge creation. It can be due to the low volume of samples in previous researches and uncontrollable limitations of researches. There is a meaningful and inverse relation between complexity and knowledge transfer among sport organization employees.

-Godarzi and Abotorabi[2008]and Rastegari and Najafi[2010]recognized that a structure with low complexity is appropriate for knowledge transfer in organization.

In international researches, these findings are in the same direction with the following researches[1,3]

Marina[2010]stated that significant factors in the success of the knowledge management are the establishment of knowledge management participation concept, recognition of the value of knowledge management and strategic situation in organization[10].
Moreover acceptance of this hypothesis is not compatible with several previous researches including:
- Danport and Perosak[2005]in the organizational structure of knowledge management, have presented the increment of complexity[1].

These divergences can be due to the age difference of researches in comparison to each other, the instrument applied for the evaluation of complexity and also the limitations which are not under the control of researcher. There is a meaningful and positive relation between knowledge creation and knowledge transfer among the employees of sport organization, so with the increment of each component we can provide the ground for the increment of other component and successful implementation of knowledge management.

In domestic division this finding is in the same direction with the following researches:

- Talebei Kouhestani [2007] came to the conclusion that idea creation is the starting point of innovation, so the presence of knowledge is an essential element for the creation of innovation[3].

In international division this finding is compatible with the following researches:

- Gosler [2008] in his research on typology of knowledge management have recognized four stages of production, transfer, absorption and application(process of knowledge management) and three kinds of knowledge transferors which are producers, transferors and users.[7]

This compatibility can be compatible with the presentation of the issue that Seyed Ehsan and Roland [2007] have stated in this way that implementation of knowledge management requires that the organizational factors (structure, culture, technology, human resources, political policy, ect…) have specific characteristics and enjoy essential solidarity and coordination[1].

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