The Relationship between Knowledge Management and Organizational Culture with Organizational Innovation in General Office of Youth and Sport of Sistan and Baluchistan

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INTRODUCTION

The philosophy behind knowledge management is to propose a framework that integrates people, processes and technology to create, develop, share and improve knowledge capital. In this regard, knowledge is both entity and process; it is entity because it can be revealed both implicitly and explicitly, and it is a process since it includes steps such as creation, recovery, development and sharing. According to the image of knowledge importance formed in individual’s mind, knowledge management creates a way facilitating knowledge flow to all organizational channels. In this way, processes and technologies are helpful; processes are designed in such a way that creation, development and transfer of knowledge become possible. Technology makes it possible to access, recover, transfer and store the knowledge via facilitating knowledge processing [3]. In current knowledge based economy, knowledge is considered as a key resource which should be managed as human and physical resources are. Many organizations and firms all over the world are going to reach innovation and productivity by concentrating on suitable culture; so this is regarded as a strategic role and power leverage for organizational innovation [21].

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Revolution of organizational culture is similar to that of human groups which requires time lapse and is a fine and difficult task. Knowledge is the main capital in innovative organizations and these organizations determine innovation and competition conditions [4]. Knowledge is always changing and should be shared among people to achieve organizational success. Each knowledge unit along with other organizational factors effectively results in improvement of performance and organizations enhance their effectiveness and success by means of knowledge. An important organizational factor is organizational culture which is a fundamental factor for organizational revolution since new knowledge based programs are often focused on organizational fundamental revolution, so the goal of such plans is to change organizational culture fundamentally.

Understanding the value of knowledge utilization and evolution of knowledge management in parallel with organizational improvement is a main topic in current investigations [10]. There has not been a comprehensive definition of knowledge management in sport or other areas yet, but it has been proposed as the critical resource for creating organizational health possessing a pivotal concept which should be incorporated in fundamental skills of managers. Knowledge management system extends the effectiveness by analyzing the performance of organizational teams and accurate conclusion about solutions of organizational problems and reduces the cost via realizing special knowledge resources. It is well documented that knowledge diversity results in improved organizational innovation which enhances organization’s ability to adapt with environmental conditions. Knowledge diversity fortifies knowledge sharing within the organization and promotes managers’ and employees’ proficiencies [22]. So knowledge and innovation are interrelated issues and effective factors influencing organizational innovation and providing the context for creation of a culture in which all employees try to share intellectual capitals and improve the organization by influencing on each other. Lin [10] considered organizational culture as a social monitoring system which is in opposite to official system. From management perspective, organizational culture can be considered a set of common believes and expectations that place all organizational persons under a social monitoring system. In the other word, culture is the unofficial or latent territory of organizational life. This latent or hidden part is not traditionally evaluated or is incompletely assessed. Without presence of strong and common culture for innovative orientation, it is difficult for the company to become competitive and causes innovation [14]. An important infrastructure of knowledge is organizational innovation, a concept generated by knowledge management that requires a system for continuous learning. Continuous learning is a necessity for innovative organization because without learning, knowledge is not generated and its generation requires paying attention to culture and structure. Wagner [20] maintained that the relationship between organizational culture and innovation is not steady; cultural values are detailed and complex covering a wide range of organizational behaviors. At first, strong values of a culture can result in enhanced innovation, however too severe cultural controls may create barriers against cultural pattern which finally results in reduction of innovation and creativity. Therefore, by creating a culture that facilitates knowledge management and learning condition, managers can promote effectiveness of knowledge management and hence organizational innovation. Based on the issues noted above, sport and non-sport organizations seek for certain goals for making their units innovative and consider knowledge management as a key communicational tool in this regard so that they enhance the knowledge about their products and services both within and out of the organization. Therefore, in most domestic and foreign literature, strategic management of intra-organizational knowledge has confirmed its influence on innovation via organizational culture. Our goal in the present study was to evaluate the relationship between knowledge management and organizational culture with organizational innovation from perspectives of employees of general office of Sistan and Baluchistan to make top decision makers aware of this important issue; the main question of the present study will be: is there any relationship between knowledge management and organizational culture with organizational innovation?

Methodology:

The purpose of the present study was to investigate the relationship between knowledge management and organizational culture with organizational innovation from viewpoints of employees of general office of youth and sport of Sistan and Baluchistan which follows a descriptive-survey methodology. Ranjbar’s knowledge management questionnaire [15] including twenty 5-choice questions and Robins’ standard organizational culture questionnaire with twenty 5-choice questions and also standard questionnaire of organizational innovation with ten 5-choice items were used for data collection. Moreover, some questions regarding general properties of the respondents including age, education level, marriage status, study course, and management experience were added to the beginning of the questionnaire. Validity of the questionnaire was assessed by experts’ judgment; the questionnaires together with a brief introduction were submitted to ten sport management professors and adjusted after returning. Reliability of questionnaire via Cronbach’s alpha in a primary study among 30 people was calculated as 0.88 for knowledge management, 0.83 for organizational culture, and 0.80 for organizational innovation.

Statistical population includes all employees of general office of youth and sport of Sistan and Baluchistan and employees of youth and sport offices in eleven cities of this province (195 persons). Regarding limitation of the population, sample size equal to whole the population. Among this, 181 people completed the questionnaire.
and participated in the investigation. Descriptive statistic measures such as mean, minimum, maximum, frequency, percentage and standard deviation were used to describe the variables. Regarding Kolmogorov-Smirnov test significance level, Pearson and Spearman correlation coefficient was used to test the hypothesis \( p < 0.01 \). Moreover, multivariate regression (inter method) was applied to predict the status of dependent variable according to independent variables. Each hypothesis was tested by inferential statistical methods using SPSS16 software.

**Results:**

There is relation between knowledge management and organizational culture with organizational innovation in general office of youth and sport of Sistan and Baluchistan and offices of eleven states of the province

| Table 1: Linear regression between knowledge management and organizational culture with organizational innovation |
|---|---|---|---|---|---|
| Model | R | \( R^2 \) | Adjusted \( R^2 \) | SC B | F | Sig |
| Inter | 0.526 | 0.277 | 0.269 | 0.587 | 34.031 | 0.001 |

Results of correlation coefficient (table 1) shows that there is direct and significant relationship between knowledge management and organizational culture with organizational innovation \( p < 0.01, r = 0.526 \). Thus, by increase and decrease of each independent variable, the independent variable is correspondingly changed. Moreover, the coefficient of determination \( R^2 \), representing change percentage of dependent variable caused by independent variables, indicates that 0.277% of variance of organizational innovation is caused by knowledge management and organizational culture; while 0.687% of the variance is caused by external factors that are out of the model.

| Table 2: Results of Pearson correlation test |
|---|---|---|---|---|
| Pearson correlation | Independent variable | Dependent variable | Significance level (P) | Error value | Correlation coefficient |
| Knowledge retention | Organizational culture | 0.001 | 0.01 | 0.443 (**) |
| Knowledge transfer | Organizational culture | 0.001 | 0.01 | 0.495 (**) |
| Knowledge retention | Organizational innovation | 0.001 | 0.01 | 0.378 (**) |
| Knowledge transfer | Organizational innovation | 0.001 | 0.01 | 0.473 |

**p < 0.01**

As can be inferred from table 2, in evaluation of the relationship between knowledge management and organizational culture \( p < 0.01 \), correlation is 0.443 and P value is 0.001. Thus, there is positive and significant relationship between knowledge management and organizational culture in general office of youth and sport of Sistan and Baluchistan.

As can be seen from table 2, in investigation of the relationship between knowledge management and organizational innovation \( p < 0.01 \), correlation is 0.495 and P value is 0.001. Thus, there is positive and significant relationship between knowledge management and organizational innovation in general office of youth and sport of Sistan and Baluchistan.

As can be seen from table 2, in investigation of the relationship between organizational innovation and organizational innovation \( p < 0.01 \), correlation is 0.378 and P value is 0.001. Thus, there is positive and significant relationship between organizational innovation with organizational innovation in general office of youth and sport of Sistan and Baluchistan.

As can be seen from table 2, in investigation of the relationship between organizational innovation and organizational innovation \( p < 0.01 \), correlation is 0.473 and P value is 0.001. Thus, there is positive and significant relationship between organizational innovation with organizational innovation in general office of youth and sport of Sistan and Baluchistan.

As can be seen from table 2, in investigation of the relationship between knowledge management and organizational innovation \( p < 0.01 \), correlation is 0.378 and P value is 0.001. Thus, there is positive and significant relationship between organizational innovation with organizational innovation in general office of youth and sport of Sistan and Baluchistan.

As can be seen from table 2, in investigation of the relationship between knowledge management and organizational innovation \( p < 0.01 \), correlation is 0.473 and P value is 0.001. Thus, there is positive and significant relationship between organizational innovation with organizational innovation in general office of youth and sport of Sistan and Baluchistan.

| Table 3: Results of Pearson correlation test, |
|---|---|---|---|---|
| Pearson correlation | Independent variable | Dependent variable | Significance level (P) | Error value | Correlation coefficient |
| Knowledge retention | Organizational culture | 0.001 | 0.01 | (**) 0.427 |
| Knowledge transfer | Organizational culture | 0.001 | 0.01 | 0.378 |
| Knowledge retention | Organizational innovation | 0.001 | 0.01 | (**) 0.452 |
| Knowledge transfer | Organizational innovation | 0.001 | 0.01 | 0.473 |
Results implied positive and significant relationship between knowledge acquisition and organizational culture with organizational innovation from viewpoint of employees of general office of youth and sport of Sistan and Baluchistan. Moreover, as can be seen from table 3, the correlation value between knowledge retention and organizational culture was 0.427 (p<0.01, r_{pb}= 0.378), and the correlation between knowledge transfer and organizational culture was 0.378 (p<0.01, r_{pb}= 0.378), thus null hypothesis is rejected and the hypothesis is approved. In the other words, from viewpoint of employees of general office of youth and sport of Sistan and Baluchistan, there is positive and significant relationship between knowledge management processes (acquisition, transfer, utilization and retention) and organizational culture.

There is relation between knowledge management processes (acquisition, transfer, utilization, retention) with organizational innovation from viewpoint of employees of general office of youth and sport of Sistan and Baluchistan.

According to results of table 5 obtained by Spearman test, there was a two-way positive and significant relationship between knowledge acquisition and utilization and organizational culture (P<0.01). The results imply a direct and significant relationship between knowledge acquisition and organizational culture (p<0.01, r_{pb}= 0.389) and between knowledge utilization and organizational culture (p<0.01, r_{pb}= 0.339). Moreover, as can be seen from table 3, the correlation value between knowledge retention and organizational culture was 0.427 (p<0.01, r_{pb}= 0.427), and the correlation between knowledge transfer and organizational culture was 0.378 (p<0.01, r_{pb}= 0.378), thus null hypothesis is rejected and the hypothesis is approved. In the other words, from viewpoint of employees of general office of youth and sport of Sistan and Baluchistan, there is positive and significant relationship between knowledge management processes (acquisition, transfer, utilization and retention) and organizational innovation.

There is relation between organizational culture processes (leadership, integrity and consistency, identity, coping with conflict, communication pattern) with knowledge management from viewpoint of employees of general office of youth and sport of Sistan and Baluchistan.

According to results of table 6 obtained by Spearman test, there was a two-way positive and significant relationship between knowledge management and processes including integrity and consistency, coping with conflict and communication pattern (P<0.01). The results imply a direct and significant relationship between these processes and knowledge management, however there was no significant relation between identity and knowledge management (r_{ib}=0.099, p>0.01). Moreover as can be seen from table 5, the correlation between leadership and knowledge management was 0.430 (r_{ib}=0.430, p<0.01). Thus it can be concluded that except for identity, all other organizational processes are positively and significantly related with knowledge management from viewpoint of employees of general office of youth and sport of Sistan and Baluchistan.

Discussion and conclusion:

The investigation indicated that there is positive and significant relationship between knowledge management and organizational culture with organizational innovation in general office of youth and sport of
Sistan and Baluchistan. This hypothesis was confirmed by the results obtained in the present study (p<0.05), so organizational innovation in this organization by increase in knowledge management and organizational culture. Many internal authors [17,14] and foreign investigators [10,1,6,13] have conducted studies on knowledge management and organizational innovation and culture and concluded that there is significant relationship between knowledge management and organizational culture with organizational innovation. Our results concerning the relation between knowledge management and organizational culture with organizational change are in accordance with these investigations. Indeed, it can be concluded that currently, organizational innovation is to create a stimulating, competent and innovative culture. Organizations should provide a medium that support emergence of new ideas and knowledge management among the managers and employees; and by employing innovative employees provide the framework for favorable and fundamental changes within the organization. Results reported by Masoud ul Hassan [12] indicated that strong culture creates better feeling among the employees and hence results in better performance. Moreover, strong culture enhances employees’ commitment to organization and provides coordination between employees’ and organization’s goals and this is an effective factor toward enhanced innovation. As organizations invest and spends time and energy to retain, manage, acquire and enhance traditional capitals and assets, they should work in the same way for retention, management, creation and enhancement of intangible capitals such as organizational knowledge. Regarding the role of knowledge for organizational innovation, another notable issue is to pay attention to knowledge management and organizational culture and its importance at strategic level. During setting, implementing and evaluation of strategy, managers should consider the role of organizational knowledge and organizational culture and its management in organizational innovation and success.

Results indicated that there is significant relationship between knowledge management and organizational culture from employees’ viewpoint, suggesting their positive and direct correlation in sport offices. Many investigators [9,14,16,10,19] found out that there is significant relation between knowledge management and organizational culture, which is in agreement with the results we obtained in the present study. Therefore, creation of new knowledge and thoughts requires presence of appropriate cultural medium. Indeed, for achieving organizational goals and success, employees should always gain knowledge from the environment via suitable frameworks and by enhancement of individuals’ knowledge and awareness and identifying new opportunities and customers’ requirements, the possibility for better responding to customers and adaptation with environmental changes and quick response to new information is created.

Another result obtained in this study was that there is significant relationship between knowledge management and organizational innovation from employees’ viewpoint, suggesting direct and positive correlation between them within sport offices; this is in agreement with the results reported by Ranjbar [15], Salim and Khalil [18], Chang Yung [6] and Amalia [1]. However this result is in contrast to those reported by Smith and Melis [19]. It can be concluded that the organization that support knowledge management and its processes among the employees can better define the innovation and enhance its organizational productivity. Consequence of effective knowledge management is fair distribution of knowledge among the employees and promotion of effective decisions that can result in organizational innovation, service providing for customers, reduction of cost, development of new products and services and reduction in product and service delivery to customers and finally, reduction of costs of finding and accessing valuable forms of knowledge within the organization [12]. According to abovementioned results, knowledge management provide the context required for organizational innovation within the sport organizations.

The present study suggests that there is significant relation between organizational culture and organizational innovation from employees’ perspective indicating a positive and direct correlation between them. This is in accordance with the results reported by Bayat [5]. It can be inferred that since innovation and creativity is the only way of organizational success in today world, organizations should apply proper culture; in fact, if individuals creatively use their knowledge and skill in new tasks and avoid uncreative and inhibitory believes, then enhanced commitment to provide better services and consequently acquisition of innovation will be observed in the organizations. Innovative organizations support the cultures that pay attention to human resource; these organizations employ persons who facilitate organizational orientation toward creativity and innovation and within these organizations, employees need to find new methods for enhancement of quality.

Furthermore, there was significant relationship between knowledge management processes (acquisition, transfer, utilization and retention) and organizational culture from employees’ viewpoint, suggesting direct and positive correlation between this knowledge based process and organizational culture in sport offices which is in agreement with the results reported by Lin [10] and Smith and Melis [19] and in contrast to those reported by Goodarzi [9] regarding knowledge creation and acquisition; this contrast can be due to cultural difference and organizational structure between that and present investigation because line and staff organizations are different in many ways including dominant cultural believes and knowledge type.
Results showed that there is significant and positive relation between knowledge management processes (acquisition, transfer, utilization and retention) and organizational innovation from employees’ viewpoint which is in agreement with the results reported by Gold [8] and Wagner [20]. If organization promotes effective interactions among employees, groups and units, it can ensure acquisition, transfer and utilization of new knowledge among the employees that results in organizational innovation and success; therefore, effective leadership and top management support for knowledge management is of great importance for achieving innovation.

From employees’ viewpoint, there is significant and positive relation between organizational culture processes (leadership, integrity and consistency, identity, coping with conflict, communication patterns) and knowledge management which is in agreement with the results reported by Goodarzi [9]. When communication patterns are limited and organizational focus is more intensified, people participation in knowledge processes is more constrained and can’t easily express their ideas and thus, organizational innovation and creativity are lowered. Flexible culture results in enhanced knowledge transfer and other communications. Since no valuable thought is generated in vacuum, so creation of new thoughts and knowledge acquisition requires suitable cultural space. An important factor for implementing knowledge management and optimization plan is to pay attention to organizational culture. In the other words, reconsideration of organizational culture and application of its strengths is the key factor for implementation of organizational knowledge.

It was also revealed that based on employees’ viewpoint, there is significant relation between organizational culture processes (leadership, integrity and consistency, identity, coping with conflict, communication patterns) and organizational innovation suggesting a positive and significant correlation which is in agreement with the results reported by Martines and Turblange [11]. Via risk taking and continuous control, managers of physical training offices and general office of youth and sport should provide a medium in which emergence of new ideas is supported; moreover by employing innovative supervisors, fundamental and favorable changes can be created. Following traditional and conservative working culture weakens and destructs innovation and creativity among the people.

Regarding moderate rate of components of knowledge management and organizational innovation and culture, it is recommended to managers to enhance their tendency to these processes by implementing common thoughts and relationships based on reliance and pay much attention to organizational culture and structure and information technology for knowledge sharing and utilization toward achieving innovation.

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