

The Impact of Knowledge Management on Competitive Opportunities Discovery in Sport organizations

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ABSTRACT

Opportunity is a central concept within the entrepreneurship field, and some research is needed to seek factors which affect opportunity. Our aim is to shed light on the effect of knowledge management (KM) on opportunity discovery in sport organizations of Mazandaran province. In this paper, to assess two variables Knowledge management and competitiveness opportunities discovery, Madhoshi's questionnaire was used. For this, about 310 questionnaires were distributed and 250 of them were answered completely. Analyzing of data and testing of hypotheses in this research were evaluated by using SPSS software. The results show that knowledge management and its components (Knowledge acquisition, Knowledge creation, Knowledge storage, Knowledge sharing and Knowledge application) affect on competitiveness opportunity discovery.

Keywords: Knowledge management, *entrepreneurship*, opportunity discovery, sport organizations

INTRODUCTION

Without an opportunity, there is no entrepreneurship. A potential entrepreneur can be immensely creative and hardworking, but without an opportunity to target with these characteristics, entrepreneurial activities cannot take place. Recognizing this reality has meant that whereas historically entrepreneurship research has tended to center on entrepreneurs and their behaviors in creating new ventures, the role opportunities play has received increased scholarly attention in recent years. Indeed, opportunities are one of the key concepts that define the boundary and exchange conditions of the entrepreneurship field [7].

Surging developments have made entrepreneurs lead their aims, tendencies and interests to discover existing opportunities around organizations. Organizations accentuate to an environment in which there are opportunities that is one of the most important factors of competitive opportunity discovery, knowledge management [42].

Physical education as widespread, has concealed many backgrounds of occupation in itself. Foroughipor [17] has called 7 backgrounds in sport which consist of respectively: Entrepreneurship in education areas in sports, management and programming sports, sport services, sport advertisements, public sports, championship and professional, and producing sport equipment and

cultural sport affairs. Ball [4] tourist and guest attraction and opportunism in sports and tourism, Eric Moskuitz advertisement in sport environment during championship events, Weintraup [49] offering sport products With athlete's name and signature, Sitch [43] Professional athlete transfers between gyms, Tomlinson satellite coverage of sport activities, Glanton [21] publishing sport articles and news and magazines, Kolonia [31] taking picture and sport journalism, Spilling [44] eminent sport events, know them as a opportunities which caused entrepreneurship in sport environment and has enormous earnings and they understood that the sport itself is naturally entrepreneur. Available potentials in the Province such as human rich capacities such as memorial young and athletes and having sport tourism are not a little. These are some opportunities which we can develop entrepreneurship within sports in Mazandaran through investing in this section.

One of the advantages of knowledge management is that they cause expense decrease and it has been showed in various researches. While it has been shown in Ahmadi and Rezaei's research that one of cultural obstacles of Developing entrepreneurship in the sport of west Azarbayjan and Mazandaran is lack of people tendency and habit for spending money in the sport [41]. This lack of tendency causes not prospering and decrease of people relish for entrepreneurship and creating sport occupation. It seems that proper usage of knowledge

management process for people who have a little financial capacity, can solve this problem to some extent.

Since the last years of the 20th century a strong social revolution has begun, it is a revolution based on information and knowledge, which is driven by the developments in informatics and communications technologies ICT. "We are entering – or we have already entered – in the knowledge society, in which the basic economic resource, is the knowledge itself, and where the worker of knowledge will perform a central role.

Knowledge management is defined as a structural process to gain, store and share and apply implicit and explicit knowledge in an Organization for encouraging Organizational innovation [33]. Knowledge creation is a process within which needed knowledge is created, and knowledge acquisition is a process within which the needed knowledge is authorized to an Organization [22,33]. Storage also is a process which includes what knowledge, where and when should remain, and how this retention should be to obtain retrieval

maximum [22,33]. Knowledge sharing and distribution, publishing, exchanging and created knowledge sharing in Organizations are defined through discussion, elites' asking and answering or even sending an email to the organization members [22,33].

Knowledge application is also applying knowledge in various work areas leading to an increase and efficiency in the Organization [22,33].

Despite the emergence of opportunity as a central concept for entrepreneurship researchers, little agreement exists about the definition and nature of opportunities [23]. Our opening quote by Francis Bacon alludes to two popular schools of thought – one contending that opportunities are discovered and another contending that they are created [1]. Others view opportunities as products of a creative process that is more gradual, involving a synthesis of ideas over time [13]. Whereas some definitions focus on the chance to introduce innovative goods, services, or processes [18], others are primarily concerned with the role of opportunities in creating new ventures [5].

Table 1: Review of Literature.

Article	Literature/Theory Base	Contribution to Understanding the "Opportunity" Concept
Zahra [53]	Various	Certain technology contexts may be more conducive to discovering opportunities, whereas others encourage both creation and discovery
Eckhardt & Ciuchta [14]	Population ecology	The individual opportunity selection process leads to a multistage selection model at the population level
Choi, Lévesque, & Shepherd [9]	"Timing of exploitation" theory	Timing is a critical factor when transitioning between the opportunity exploration and exploitation processes
Dimov [13]	Research on creativity	The generation of opportunities is a function of contextual and social influences rather than the insights of a single individual
Cohen & Winn [10]	Sustainable entrepreneurship	Market imperfections lead to opportunities for the creation of new technologies and business models
Alvarez & Barney [1]	Discovery theory and creation theory	Discovery theory and creation theory provide competing explanations for how entrepreneurial opportunities are formed
Zahra, Yavuz, & Ucbasaran [54]	Research on trust	The existence of trust in established companies can have both positive and negative effects on the opportunity recognition, evaluation, and framing processes.

Knowledge management consists of acquisition and creation, distribution of knowledge application, each of which play an important role in opportunity discovery and opportunity exploitation [8].

Sharkie [42] believes that the Knowledge is information and knowledge management is a process of knowledge application for paying attention to issues and opportunities which Organizations confront with to work more efficiency. So, knowledge and competitive opportunity discovery in the organizations are somehow correlative and even we can define one of them by assuming discussions of one of them.

2. Research Hypotheses:

According to the current discussions about knowledge management and opportunity discovery, we proposed the following hypothesis. These hypotheses acclaim that each of knowledge

management processes affects on opportunity discovery component.

Hypothesis1: knowledge management process affects on opportunity discovery component.

Hypothesis2: knowledge acquisition component affects on opportunity discovery component.

Hypothesis3: knowledge creation component affects on opportunity discovery component.

Hypothesis4: knowledge storage component affects on opportunity discovery component.

Hypothesis5: knowledge sharing component affects on opportunity discovery component.

Hypothesis6: knowledge application component affects on opportunity discovery component.

3. Research Methodology:

The present study employs a questionnaire [35] survey approach to collect data, and all independent and dependent variables require five-point Likert-

style responses ranged from 1="strongly disagree," through 3="neutral," to 5="strongly agree." Variables in the questionnaire include background information, process of knowledge management and Opportunity discovery component. The population in the study were sport and youth offices in Mazandaran province, sport managers of education office in Mazandaran province and sport board chiefs

of Mazandaran province(N=462), among them 250 questionnaires were answered.

The internal consistency method was used to assess the reliability of empirical measurements. Internal consistency was estimated using Cronbach α value. Table 2 indicates the results of analysis. All dimensions show Cronbach α above the recommended value of 0.70, which indicates a relatively high degree of internal consistency.

Table 2: Results of reliability analysis.

Construct	Dimension	questions	Cronbach alpha
Knowledge management	Knowledge acquisition	5	0.750
	Knowledge creation	3	0.712
	Knowledge storage	5	0.723
	Knowledge sharing	5	0.780
	Knowledge application	4	0.791
Opportunity discovery	Opportunity discovery	17	0.939

*All items were measured with five-points Likert scale

4. Data analysis:

The purpose of this paper is investigating the effect of knowledge management on Opportunity discovery component (among ideas which are

created). For this, one main hypothesis and five hypotheses were used and all of them evaluated by using SPSS software. Table 3 indicates the results of data analysis.

Table 3: The Impact of Knowledge Sharing on Entrepreneurship Process in Sport Organizations.

Hypothesis	Correlation coefficient	sig	R Square	t	Std. Error	results
1	0/68	0/001	0/281	9/846	0/57	+
2	0/182	0/003	0/034	2/959	0/66	+
3	0/328	0/001	0/110	5/540	0/63	+
4	0/292	0/001	0/63	4/068	0/65	+
5	0/352	0/001	0/112	5/594	0/63	+
6	0/538	0/001	0/132	6/154	0/62	+

*p < 0.01

Regarding the first hypothesis, it was supposed that Knowledge management process affects on Opportunity discovery component. Data analyzing shows that correlation coefficient is 0.68 and statistical significance between two variables confirms this sentence (sig=0.001). According to analyze, knowledge management positively effects opportunity discovery.

At the second hypothesis, it was supposed that Knowledge acquisition component affects on Opportunity discovery component. Data analyzing shows that correlation coefficient is 0.182 (sig=0.003). Thus, the more organizations take knowledge from out of organization, the more they discover opportunity. The first hypothesis is supported.

As far as the third hypothesis is concerned, it was supposed that Knowledge creation component affects on Opportunity discovery component. Data analyzing shows that correlation coefficient is 0.328 and Statistical significance between two variables confirms this sentence(sig=0.001). Thus, the more organizations create knowledge in organizations, the more they discover opportunity. The second hypothesis is supported.

Regarding the fourth hypothesis, it was supposed that Knowledge storage component affects

on opportunity discovery component. Data analysis shows that correlation coefficient is 0.292 and statistical significance between two variables confirms this sentence(sig=0.001). Thus, the more organizations store knowledge in organizations, the more they discover opportunity. The third hypothesis is supported.

At the fifth hypothesis, it was supposed that Knowledge sharing component affects on Opportunity discovery component. Data analysis indicates that correlation coefficient is 0.352 and statistical significance between two variables confirms this sentence(sig=0.001). Thus, the more organizations share knowledge in organizations, the more they discover opportunity. The third hypothesis is supported.

Regarding the sixth hypothesis, it was supposed that Knowledge application component effects on Opportunity discovery component. Data analyzing shows that correlation coefficient is 0.538 (sig=0.001). Thus, the more organizations apply knowledge in organizations, the more they discover opportunity. The third hypothesis is supported.

5. Conclusion:

The last researches mostly have examined the effect of knowledge management on idea creation

and innovation and their results show that Organizations survival in the competitive world depends on idea creation, and they emphasize that confirmation of knowledge management system in Organizations can lead to increase of idea creation in the Organization [22,8].

But, the present research first examines theoretically and by giving a model [35] that organizational entrepreneurship and innovation are not only idea production, but also consist of successive idea production process, opportunity discovery and opportunity exploitation. So, according to the entrepreneurship process it cannot be accepted that idea creation means opportunity discovery and innovation.

The results of this research show that knowledge management process affects on opportunity discovery component. This result follows the results of Madhoshi [35], Mehrgan *et al* [36], Daneshfard *et al* [11], Ansari *et al* [2], Wenhui, H. Zhen [51], Tejari [46], Vesper [48], Ghorbanizade [20] and Ariazand [3].

Mills [37] reported the results of other researchers: when organizations encounter problems economically competitiveness to reach resources is more difficult and it is sport managers duty to identify effectiveness of their program correctly. Managers as determiners of organizations should know the available knowledge resources in organizations to select them. Thus, at this situation it is essential for managers to pay attention knowledge management as an important factor at both private and governmental sections.

Madhoushi [34] showed knowledge management (consists of knowledge acquisition, knowledge sharing and knowledge application) affects competitiveness opportunity discovery. Daneshfard *et al* [11] showed that knowledge management intensifies competitiveness capability. Ansari *et al* [2] showed that knowledge management creates competitiveness strategies. Mehreagan *et al* [36] have categorized effective factors of competitiveness of foundations in three main categories which one of them includes knowledge management. Wenhui, H. Zhen [51] believes that knowledge management in China Olympic was applied successfully and he has given a model. This model not only gives proper solutions for various problems but also has anticipator events during process of holding champions hip games. It has been showed in Tejari *et al* [46] research that students of physical education field who had more knowledge for beginning entrepreneurship, need much for learning and beginning entrepreneurship. Karl vesper [48] says that one of the main reason entrepreneur failure is lack of public knowledge about necessary activity and awareness about existing market and opportunities, lack of professional skills, problems of expert absorption from big companies. Ghorbanizadeh, *et al* [20] said that information,

knowledge and occupational skill is one of effective factors on abling.

Further, the results of this research show that Knowledge acquisition component affects on competitive opportunity discovery component. The current research is in harmony with the research done by Madhoushi [34], Tang [45], Wenhui, H. Zhen [51], Ansari *et al* [2].

Organizations are related to clients and staffs in knowledge acquisition and asking their ideas about new ideas which created in the Organization and receiving useful information from clients and storing them and giving some useful information about ideas and products which are in the Organization to the clients and the others. So, we can theatrically say that knowledge acquisition process can pure some ideas which are opportunities and give them to the organizations. According to statistical analysis, this claim has been accepted in relation to available positive relationship between knowledge acquisition and opportunity discovery.

Tang [45] in a research entitle "How to discover opportunities in china, examined how to collect information to introduce opportunities when confronting weak infrastructures during changing institution" and he concluded that knowledge acquisition is an effective environment on opportunity definition. Both environmental and individual factors are affective on opportunity characterization. It has been shown Heydarinejad's [25] research that there is no relation between awareness of work market of educational fields and entrepreneurship preparation level of students.

The results of this research show that knowledge creation component affects on competitive opportunity discovery component. The current research is in harmony with Wenhui, H. Zhen [51], Ansari *et al* [2], O'Reilly *et al* [39] and Khoshsima [30] researches.

At the present, the world is the second half of economy transfer from competitive advantage based on information to the competitive advantage based on knowledge creation. The world is experiencing knowledge era and knowledge creation is important factors in economy are paid attention, and added value to the present business is introduced in shape of knowledge not commodity [37]. Yaghubi [52] says that successful companies are those which continuously create new knowledge in organization or gain knowledge out of the organization and in the following steps distribute it in the Organization, Meanwhile present it quickly in their technology and products. If the knowledge is not created by staff, this knowledge remains implicit and it will be difficult to transfer. Without facilities for gaining and changing implicit knowledge to explicit one, a big part of organizational knowledge investment will be used.

Wenhui, and Zhen [51] believed that knowledge creation like other components was applied

successfully in China Olympic games. Ansari *et al* [2] showed that knowledge creation establishes competitiveness strategies. O'Reilly *et al* [39] in a research as “ the best knowledge management in athletic Organization” concluded that knowledge management (creation, sharing, and exploitation) increasingly causes individual, organizational and team learning increase and is one of the most important pillars of athletic organization as sport proctors in any countries in the third millennium for gaining organizational efficiency and survival. Khoshsima [30] in another research examining the relation between knowledge management processes and knowledge management efficiency in knowledge creation level “ found out that knowledge creation is related to knowledge management efficiency, and internalization and externalization processes and the shape affect on knowledge management efficiency in universities of Rafsanjan.

The results of this research show that knowledge storage component influences on competitive opportunity discovery component. The current research is in harmony with Wenhui, H. Zhen [51], Tiwana [4]7, Karimi [29], Rezaei [41], Gelard [19], Hasanzade [24], Kolonia pete [31] and Ansari *et al* [2] researches.

This step is a process known as a reliable and comprehensive and protects information, updates information and the institution capacities continuously and allows knowledge acquisition and transfer. Tiwana [47] also in an experimental study based on knowledge effect on operation growth of software reported that knowledge creation and sharing causes product development, efficiency, decrease of imperfect products, decrease of guaranteed defects and increase of entrepreneurship. Karimi [29] and Rezaei [41] have shown in their researches that there are some opportunities for developing entrepreneurship in the sport scope and creating informing channels and documentaries are suitable backgrounds for entrepreneurship. Gelerd [19] suggested getting facilities in exploiting women entrepreneurs from Internet services and electronic business. Hasanzadeh [24] has suggested the role of Information technology and communication in entrepreneurship. Kolonia Pete [31] has introduced taking photograph and journalism as a priority for entrepreneurship.

Another conclusion that can be driven is that knowledge sharing component affects on competitive opportunity discovery component. The current research is in harmony with Madhoushi [34], Tiwana [47], Sitch Rob [43], Bowen *et al* [6], Ghorbanizade *et al* [20], Lumpkin *et al* [32], Hills *et al* [26], Farhangi [16] and Ansari *et al* [2] researches.

Knowledge sharing is predicated to knowledge distribution process between clients and staffs. Dar [12] defines knowledge transfer as one of knowledge management processes in this way: learning an organizational unit from another organization unit

experiments. Overlapping knowledge of different people facilitates unity between different staff. Knowledge sharing shows a new figure of knowledge which can lead to opportunity discovery [28]. Those ideas which are being created in the organization can be given to all units of the organization and clients through Knowledge sharing process (books, websites, articles, etc). So, the organization can pure the created ideas and recognize those opportunities for the organization.

Tomlinson examined satellite coverage of sport activities and said this action creates a lot of situation for entrepreneurship and will cause exchanging a lot of money. Glanton [21] included this action as a priority for entrepreneurship. Sitch [43] examined athletes transfers between clubs and concluded that this action creates entrepreneurship. Ghorbanizade [20] says that knowledge transfer causes enabling staffs. Lumpkin [28] and Hills [26] showed in their research that social channel variable caused more opportunities discovery. These entrepreneurs need less to search additional regular information. Farhangi [16] showed in his research that organizational communication has a relation with competitive opportunity discovery.

The results of this research show that knowledge application component affects on competitive opportunity discovery component. The current research is in harmony with Madhoushi [34], Wenhui, H. Zhen [51] and Ansari *et al* [2] researches.

Weisberg [50] believes that new opportunity discovery and exploitation, needs application and mixture of knowledge from different parts [50]. shared or transferred Knowledge is for facilitating and creating of innovation. In fact, knowledge application has to deal with applying knowledge on products, services, process and activities. Organizations by applying knowledge in Organizations, correct the existing products and create new products which provides customers' needs. Competitive advantages belong to organizations that use their knowledge in the best way, not those organizations that have the best knowledge. If knowledge is not transformed to action and activities of the organization are not based on organizational knowledge, all of the activities and processes will be useless. So, the more Organizations use the existing knowledge in presenting their products and services, the more they can discover opportunities.

Hooman [27] and Rezaei [41] showed that the more knowledge management is used in economical institution, the more entrepreneurship will be increased. Rezaei [41] said that applying management plans affects on promoting management level of sport Organizations of the country and at the same time causes more entrepreneurship. He also pointed that, codification and performing athletes

feeding programs both create jobs and meet youths needs in a proper method.

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