

Study of Relationship between Knowledge Management and Organizational Development Case Study: General Directorate of Youth and Sports of Mazandaran province

Mohammad Ebrahim Razaghi*, 3.Fatemeh Fazelidinan , 1.Ali Mohammad Safania

1. Associate Professor faculty of Physical Education and Sport Sciences – Islamic Azad University Sciences & Research Ayatollah Amoli Branch, Amol, Iran.
2. Education and Training Organization, Teacher of Physical Education & Sport Science, Kerman, Iran.
Email: me.razaghi@yahoo.com
3. Student of Physical Education and Sport Science, Islamic Azad University (IAU), Ayatollah Amoli, Amol, Iran.

Corresponding Authors email: A.m.safania@gmail.com *

ABSTRACT: The purpose of this research was to study the relationship between knowledge management and organizational development from the perspective of sports and youth department staff. The analysis of Descriptive correlation method and the practical goal and statistical population was consisted of all employees of the office of youth and sports in Mazandaran province that Censual, were 78 people (n=78). At the end 63 questionnaires were returned. Tools for measuring data was consist of two standardized questionnaires (knowledge management and organizational development) that its validity was verified and its reliability by Cronbach's alpha was calculated 0.91 and 0.94 respectively. Data analysis was performed using descriptive statistics and inferential statistics (Kolmogorov - Smirnov test, Pearson Correlation test and Multivariable Regression). The results showed that there is a significant relationship between knowledge management and organizational development. Also among the four dimensions of knowledge management (knowledge acquisition, knowledge transfer, knowledge utilization, knowledge recording) only there was a relation between the knowledge management utilization and organizational development.

Keywords: Knowledge Management, Organizational Development, Utilization Knowledge, The Department of Youth and Sports

INTRODUCTION

Within the current economic climate, organizations are facing many difficulties and challenges due to a multiplicity of factors such as globalization and the resulting intensification of competition between organizations. This situation is encouraging the use of new management concepts and paradigms such as KM that have been recognized as an important tool for improving the efficiency and success of organizations (Lee, H and Choi, B. 2003).

The metaphor of transferring knowledge from hands into brain and changing information into knowledge and finally, into works or a determined output with added value means that variety, creativity, technology and knowledge-oriented of organization is an inevitable choice for the organizations in 21st century (Mehrara, A. et al. 2012).

Nowadays organization must be able to gain required knowledge for product innovation and process improvement, and also disseminate knowledge among employees and implement it in daily life. That's the only way through which the organizations can fulfill the requirements of competitive environment and highly variable needs of customers (Aminy, A., 2006).

This study investigates the relationships among knowledge management and organizational development together in Youth and Sports of Mazandaran province. The rest of the paper is organized as follows. Section 2 reviews the literature and proposes the research map including conceptual framework. Section 3 describes the research methodology Section 4 results. Section 5 discusses and presents a brief conclusion.

Literature review

Knowledge management

“Understanding of what constitutes knowledge is central to its effective management” (Pathirage, C., Amaratunga, D. & Haigh, R., 2007).

However, knowledge itself has suffered from severe definitional issues. Grey (1996) postulated that knowledge is the full usage of information and data, together with the potential of ideas, commitment and motivation, people's skills, competencies, and intuitions. However, knowledge could be defined as a human process of justifying personal belief towards reality (Nonaka, I and Takeuchi, H. 1995). Nevertheless, these two definitions stress the involvement of human beings and as Beveren (2002) asserts “even though some argue knowledge can be acquired, stored and used outside of the human brain, knowledge cannot exist outside of the human brain and that only information and data can exist outside of the brain”. It is clear therefore that KM goes far beyond the management of information and data but must necessarily involve the information contained within the minds of the firm's employees.

Knowledge is an invisible and intangible asset and thus difficult to be measured or managed by traditional parameters (Al-Adaileh, R. & Al-Atawi, M, 2011) Therefore, management of knowledge is also more comprehensive than the simple management of information. Whilst information can be stored outside the human brain, the primary part of an organization's knowledge is located within the minds of its members (Al-Adaileh, R. & Al-Atawi, M, 2011; Marques, D. & Simon, F, 2006). If we accept knowledge to be socially constructed then, like culture, it emerges and develops through organic creation and societal interaction. Knowledge is thus seen in terms of cognitive, situational, experiential and emotional factors (Al-Adaileh, R. & Al-Atawi, M, 2011). Effective utilization of organizational knowledge in a way that adds value to the organizational knowledge is referred to within the academic literature as 'KM'. However, one could argue that the concept of knowledge is so subjective that its meaning differs among scholars and that every organization has its own definition of knowledge, how it should be gathered, categorized and made available to employees (Nonaka, I, 1994, Zaim, H., Tatoglu, E. & Zaim, S, 2007, Marques, D. & Simon, F, 2006).

Depending on which view of knowledge is adopted, the focus of KM must be different. According to Alavi and Leidner (2001) if knowledge is viewed as a process, then the implied KM focus is on the knowledge flow and the processes of creating, sharing, and distributing knowledge, if knowledge is viewed as an object, then KM should focus upon the building and managing of knowledge stocks. If we are to understand the importance of tacit knowledge, as scholars such as Nonaka would argue, then any KM practices must prioritize the conversion of this knowledge into explicit knowledge and its management as tacit knowledge through social interaction. In spite of the fact that KM has become an important line of research in the last few years, it is still difficult to find a conceptualization that is commonly accepted by a majority. This is unsurprising given that knowledge is, in itself, both a tangible and intangible resource (Hall, R, 1993). Marques and Simon (2006) do, however, conclude that the following set of practices can be considered as aspects of KM:

- Orientation towards the development, transfer and protection of knowledge;
- Continuous learning in the organization;
- An understanding of the organization as an overall system;
- Development of an innovative culture to encourage R&D projects;
- Approach based on individuals; and
- Competence development and management based on competences (Marques, D. & Simon, F, 2006)

2.2. Organization development

Although a company's value is generated by intangible assets like knowledge or brand, financial measurement that is developed depending on industrial society taking a serious view, external growth is still much used to measure a company's performance in knowledge management and knowledge worker's performance. Performance measurement is one of most important management activities “what you measure is what you get.” Performance measurement becomes the basis of strategy establishment and achievement in the future because it can definitely bring a company's vision and strategic target to all organization members as well as CEOs, and performs a role that makes efficient internal business processes possible. Of course, it is true that conventional performance measurement based on financial reporting provides comparative objective performance outcome in companies. Nevertheless, short-term and past-oriented financial indicators cannot become unique indicators that can evaluate company's performance any more. Now intangible assets such as knowledge rather than tangible financial assets are a measure of a company's value. Therefore, various attempts to measure organizational performances in knowledge management have been conducted accordingly (Arora, R, 2002; Brooking, A, 1997; Drew, S.A, 1997; Edvinsson, L, 1997; Gooijer, F.D, 2000; Kaplan, R.S & Norton, D.P, 1996, 2000; Simonin, B, 1997; Sveiby, K.E, 1997; Ulrich, D, 1998).

For example, Sveiby (1997) developed an intangible asset monitor (IAM) to measure the performance of intangible assets such as human capital, structural capital, and market capital. The intangible asset monitor presents performance indicators as they relate to intangible assets as plain and simple; categorizes intellectual

capital by employee capability, internal structure, external structure; and uses three performance indicators of growth/ innovation (change), efficiency, and stability, respectively, in these categories.

Kaplan and Norton (1996, 2000) proposed the BSC as a strategic performance measurement framework including financial indicators as well as nonfinancial indicators. The BSC is a strategic learning system that can amend business theory and organizational strategy through monitoring a company's performance from its knowledge management activities.¹ On the other hand; Arora (2002) found three knowledge management purposes: the improvement of organization knowledge, the creation of new knowledge or innovation, and improved employee job based on extended collaboration. Construction of a knowledge repository and activations of communities of practice (CoP) has been suggested to support overall knowledge management. Arora further notes that although knowledge management activities can achieve the objectives (or purposes) of knowledge management, knowledge management does not actually contribute greatly to the organizational performance. The BCA takes a serious view of a specific target set and provides feedback by organizational strategy to knowledge management; the BCA can practice knowledge management effectively in an organization by enabling the development and utilization of a knowledge management index.

Gooijer (2000) also suggested the BCA to measure knowledge management performance. Specifically, he defines knowledge management as practice activities that support employees' cooperation and integration, and proposes a knowledge management scorecard (KMSC) model to measure performance in knowledge management.

Therefore we use limitation of articles to answer questions for this research, table 1 shows this research.

Table1.summery research about knowledge management and organization development

Scholar	Title	Conclusion
Jadoon and Hasnu (2009)	"Collaboration dichotomes in KM success"	Knowledge management Success is strongly and positively related to interdepartmental collaboration
Godarzi et al. (2009)	"organizational culture relationship with the knowledge management of managers of physical education organization"	studied the way of how to determine a relationship between organizational culture with the knowledge management of managers of physical education organization and they came to a conclusion that sharing knowledge and continuous learning is an effective step in creating and transferring knowledge and using the knowledge management
Honary (2011)	"designing the structural equations of social capital and knowledge management in the sport organizations"	concluded that the situation of knowledge management in the organizational groups is not desirable
Mehrara et al.(2012)	"Study of Knowledge Management Efficiency on Employees Performance in Kerman Sport and Youth Offices"	results show that the efficiency of knowledge management in this office is in the average level and there is a significant relationship between organizational structure and the efficiency of knowledge management. And also there is a significant relationship between field factors such as organizational culture, technology, strategy, creating the efficiency fields and process of knowledge management such as acquisition of knowledge management, efficiency, knowledge interaction, keeping knowledge, knowledge application, and efficiency of Knowledge management.

According to the fact that the main purpose of this research is to recognize the relationship between knowledge management and organization development , in order to achieve this purpose the main question is that "Is there any meaningful relationship between knowledge management and organization development?" following that, other question are also stated:

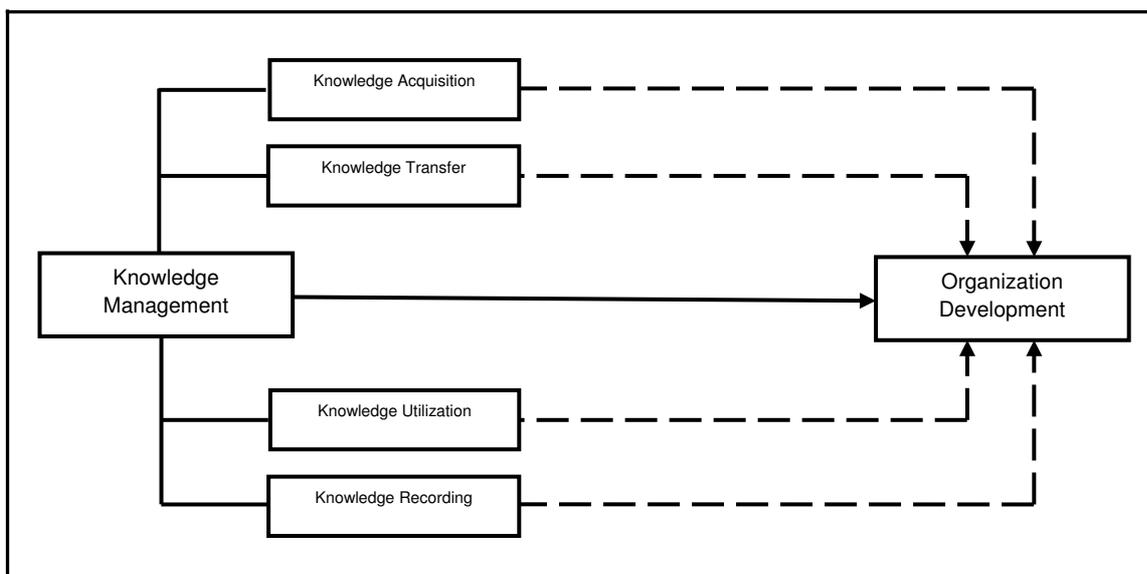
1. Is there any significant relationship between different aspects of knowledge management and organization development?

Hereupon a conceptual model is presented

RESULTS

In order to assess primary questions and other question the following process is run. First to determine the normality of data distribution ((Kolmogorov-smirnov test)) is applied then Pearson test and multivariable regression are utilized.

Figure1. Conceptual framework research



Research methodology

This study is descriptive of correlation type with practical purpose.

Sample

The statistical population comprised all General Directorate of Youth and Sports of Mazandaran province the number of which 78 people and statistical sample is selected equal to statistical population, at the end 63 questionnaires were returned.

Measurement

The instruments included two questionnaires. The first standard questionnaire was used to measure the knowledge management (Gold et al.2006) which consisted of 20 questions which measured 4 scales of knowledge management (Knowledge acquisition, Knowledge transfer, Knowledge utilization and Knowledge recording) and the second standard questionnaire was used to measure the organization development consisted of 35 questions. Validity of questionnaire (face and content) calculated by expert and reliability by Cronbach's alpha was calculated 0.91and 0.94 respectively.

Analysis methods

The data were analyzed using Kolmogorov-smirnov, Pearson correlation test and multivariable regression tests at the significance level of 0.01.

Table 2.Result of Kolmogorov-Smirnov

Variable	Sig
Knowledge management	0.976
Organization development	0.781

*Test distribution is Normal

Table 2 indicates that the data distributions of knowledge management and organization development are normal.

First question (primary)

Is there any meaningful relationship between knowledge management and organization development?

Table 3. Investigating the relationship between knowledge management and organization development (Pearson test)

Variable	Number	Correlation coefficient	
Knowledge Management and Organization Development	63	0.71	0.001

Result of the data presented suggests that there is a significant relationship between knowledge management and organization development and confidence level is 0.001 and correlation between their two is 0.716 (table 3) and coefficient of determination (R^2) is 0.46. Therefore it can be said that 0.46 Of changes is organization development leads to (clarification) through changes in knowledge management.

First question

Is there any significant relationship between different aspects of knowledge management and organization development?

And if there is exists such significant relationship, how its effect is. In order to investigate these questions that wither there is any relationship between different aspects of knowledge management and organization development, multivariable regression analysis is used. The following table indicates the overall results of regression and results from the relationship between different aspect of knowledge management and organization development.

Table 4. An oval test information (ANOVA)

Model	Sum of square errors (SSE)	df	Mean square	F	Level of significance
Regression	5580.516	1	5580.516	44.507	.000
Errors	5140.833	62	125.386		
Total	10721.349	63			

Table 5. Regression coefficient information

Model	Non-standardized coefficient		Standardized coefficients	t	Level of significant
	B	Standardized deviation	Beta		
Constant coefficient	73.686	8.654		8.515	.000
Knowledge Utilization	4.570	.685	.721	6.671	.000

Table 6. Variable out information

Variable	t	Beta	Sig
Knowledge Acquisition	1.811	.235	.078
Knowledge Transfer	.283	.040	.778
Knowledge Recording	1.908	.283	.064

As it is shown in the table 4, 5 and 6 regression analysis indicates that there is a significant relationship between knowledge management and organization development in aspect Knowledge utilization and for 3 other aspects (knowledge acquisition, knowledge transfer, knowledge recording) on significant relationship are noticed.

Through linear regression analysis, a significant model is provided.

DISCUSSION AND CONCLUSION

Organizational development may be the main message of today's primary mission. Several factors have been identified by various researchers to develop organizational that in this study it was investigated and significant positive correlation was found between them. In another part of the mentioned factors only utilization of the knowledge management was compatible with organizational development that this factor is probably because of the low volume. However, there were no positive results from previous studies. Develop or enhance of organizational is not simple matter that only Knowledge management can affect it. Perhaps organizational development because the establishment of knowledge concept and that relationship is bidirectional because few organizations have succeeded in establishing knowledge management and this is questionable. Perhaps in organizational development factors, leading, aims, attitudes change, rewards and so that the need for detailed research is necessary. The interpretation of this study is a starting point for other research.

REFERENCES

Al-Adailah R, Al-Atawi M. 2011. Organisational culture impact on knowledge exchange: Saudi Telecom context. Journal of Knowledge Management , 15 (2), 212-230.
 Al-adaileh R, 2008. Essentials of management information systems. Karak-Jordan: Yazeed- Publications .
 Alavi M, Leidner D . 2001. Review: knowledge management and knowledge management systems: conceptual foundations and research issues. MIS Quarterly , 25 (1), 107-136.
 Amini A. 2006. The impact of social capital on knowledge management cycle. master thesis,unpublished.tehran:university of management .
 Arora R. 2002. Implementing knowledge management—A balanced scorecard approach. Journal of Knowledge Management , 6 (2), 240-249.

- Beveren JV. 2002. A model of knowledge that refocuses knowledge management. *Journal of knowledge management* , 6 (1), 18-22.
- Brooking A. 1997. The management of intellectual capital. *Long Range Planning*. 30 (3), 413–426.
- Drew SA. 1997. From knowledge to action: The impact of benchmarking on organizational performance. *Long Range Planning* , 30 (3), 427– 441.
- Edivinsson L. 1997. Developing intellectual capital at Skandia. *Long Range Planning* , 30 (3), 366–373.
- Godarzi A, Abtahi A. 2009. Relationship of Organizational Culture and Knowledge Management of Managers of Physical Education Organization. *Journal of sport management* , 1 (2), 201-214.
- Gooijer FD. 2000. Designing a knowledge management performance framework. *Journal of Knowledge Management* , 4 (4), 303-310.
- Grey D. 1996. What is knowledge? : The knowledge management forum. Available at: http://www.km-forum.org/what_is.htm [Accessed 25th January 2012] .
- Hall R. 1993. A framework linking intangible resources and capabilities to sustainable competitive advantage. *Strategic Management Journal* , 14 (8), 607-618.
- Honary H. 2011. Designing the Structural Equations Model of Social Capital and Knowledge Management in the sport organizations. *Journal of researches of sport management and physical sciences* , 1, 85-105.
- Jadoon IK, Hasnu SAF. 2009. Collaboration Dichotomies In: *Knowledge Management Success*. *Journal of Knowledge Management Practice* , 10 (4).
- Kaplan RS, Norton DP. 1996. *The balanced scorecard: Translating strategy into action*. Boston: Harvard Business School Press .
- Kaplan RS, Norton DP. 2000. Having trouble with your strategy? Then map it. *Harvard Business Review* , 78 (5), 167–176.
- Lee H, Choi B. 2003. Knowledge management enablers, Processes, and organizational performance: an integrative view and empirical examination processes, and organizationa. *Journal of Management Information System* , 20 (1), 179-228.
- Marques D, Simon F. 2006. The effect of knowledge management on firm performance. *Journal of Knowledge Management* , 10 (3), 143-156.
- Mehrara A, Razaghi ME, Moosavim SJ, Hajizadeh M. 2012. Study of Knowledge Management Efficiency on Employees Performance in Kerman Sport and Youth Offices. *Journal of Basic and Applied Scientific Research* , 2 (10), 10656-10662.
- Nonaka I, Takeuchi H. 1995. *The knowledge-creating company: how Japanese companies create the dynamics of innovation*. Oxford: Oxford University Press .
- Nonaka I. 1994. A dynamic theory of organisational knowledge creation. *Organisation Science* , 5 (1), 14-37.
- Pathirage C, Amaratunga D, Haigh R . 2007. Tacit knowledge and organizational performance: construction industry perspective. *Journal of Knowledge Management* , 11 (1), 115-126.
- Simonin B. 1997. The importance of collaborative know-how: An empirical test of the learning organization. *Academy of Management Journal* , 40 (5), 509–533.
- Sveiby KE. 1997. *The new organizational wealth: Managing and measuring knowledge assets*. San Francisco, CA: Berrett-Koehler .
- Ulrich D. 1998. Intellectual capital _ competence _ commitment. *Sloan Management Review* , 29 (2), 15-26.
- Zaim H, Tatoglu E, Zaim S. 2007. Performance of knowledge management practices: a causal analysis. *Journal of Knowledge Management* , 11 (6), 54-67.